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AUTHOR Clark, Cheryl L.
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ABSTRACT

This manual is a general operations guidebook designed to support staff and inmates in the operation of Network, an innovative, state-of-the-art, corrections and personal growth program. Section 1 provides a detailed overview of the program, which establishes living/learning units within correctional facilities supervised and operated by specially trained corrections officers and supervisors. The program provides an opportunity for inmates to learn life coping skills, and it enriches the role of the corrections officer in the process. This overview covers program membership, disciplinary procedures, leaving the program, and reentry. Section 2 discusses administrative procedures: staff meetings, recordkeeping, scheduling of officers, monthly reports, participant progress worksheets, and community standards. Section 3 provides information on implementation and administrative procedures for newly established programs. Section 4 concerns inmate recruitment, including announcing the program, application, selection criteria, and interviewing. Community jobs in the Network program are described in section 5. Section 6 discusses these program procedures: benefits of participation in groups, feedback, and group process. Types of groups used in the program are illustrated and procedures are suggested for running them. Section 7 contains staff duty descriptions that detail minimum qualifications; knowledge, skills, and abilities; and tasks and responsibilities. Appendixes contain sample forms. (YLB)

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NETWORK PROGRAM

PROCEDURAL MANUAL

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THE NETWORK PROGRAM

NETWORK IS...

. A POSITIVE ENVIRONMENT FOR HUMAN DEVELOPMENT IN A CARING COMMUNITY WHERE INDIVIDUALS CAN HELP THEMSELVES AND EACH OTHER. STAFF AND PARTICIPANTS WORK TOGETHER TO ESTABLISH AND MAINTAIN POSITIVE GROWTH-FILLED ENVIRONMENTS WITHIN PRISONS. COMMUNITY MEMBERS FOCUS ON "WHAT WORKS" AND CONFRONT ATTITUDES WHICH ARE DESTRUCTIVE TO INDIVIDUALS AND THE LIFE OF THE PROGRAM.

. A PLACE TO SET GOALS AND TO PRACTICE BEHAVIORS WHICH LEAD TO SUCCESSFUL LIVING.

. A DISCIPLINED LIFE STYLE BRINGING A PROCESS FOR EXAMINING ATTITUDES AND VALUES FOR LEARNING TO DEAL WITH STRESS.

. A CHANCE TO CHANGE, TO CONFRONT MISTAKES AND ACCEPT RESPONSIBILITY FOR YOUR LIFE.

DEDICATION

This manual is dedicated to the corrections staff in New York state and in Vermont who have worked with me to create an innovative, state of the art, corrections and personal growth program. As the Director of the Network Program, I have had the unique opportunity to meet and work with outstanding staff at all levels of the Department of Correctional Services. The program has been greatly enriched by their contributions, questions and challenges. I have learned a great deal from the wealth of experience which these employees have been willing to share.

Other staff and volunteers from public and private agencies have also added much to the program. All of these people provide daily reminders of the vital dynamic "network" of resources available and for that I am most grateful.

Cherie Clark
November 1984

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INTRODUCTION

Network was designed to establish living/learning units within correctional facilities supervised and operated by specially trained correction officers and supervisors. The program was funded initially through a grant awarded by the Division of Criminal Justice Services to the Commission of Correction. Training services were provided for the staff of the Department of Correctional Services who then implemented Network within selected correctional facilities. In May of 1980 the program was completely transferred to the Department of Correctional Services under William Gard, Deputy Commissioner, Correctional Facility Operations Division.

The program has dual goals. To the end of providing an opportunity for inmates to learn life coping skills, the program also focuses on enriching the role of the correction officer in the process. Throughout the life of the program, facility staff and inmates have been actively involved in shaping the learning environment and in developing and teaching the program curriculum.

The Network Program is planned to maximize the integration of existing facility staff and system resources. Community agencies and volunteers are also encouraged to participate, further developing a network of resources. Inmates in the program learn and practice socialization and employment skills, communications, decision making and critical thinking skills as members of an intentional community oriented to positive growth and change.

This program Procedural Manual was first developed in 1979 by staff of the four facilities participating in the pilot program. Representatives from Bedford Hills, Lincoln, Mid-Orange and Ossining Correctional Facilities polled staff and inmates involved in the program and were responsible to present and shape the contributions into a functional process. The manual was revised in February 1981 to include changes and revisions suggested by staff and inmates of the four original programs and the two facilities added in 1980, Hudson and Mount McGregor. Staff suggestions were compiled and edited into final form by the Program Director. An overview of program goals, policy and procedures, staff duty descriptions, as well as samples of forms used for records is included in this manual.

Network operates in selected facilities in New York State at all levels of security--maximum, medium and minimum security and has been incorporated into the correctional system in the State of Vermont under the name Vanguard.

Network staff consists of the Director, a Security Coordinator responsible for all programs, a Network Administrator for each facility program and correction officers assigned to the units. Staff selections for Network Administrator positions have been from within the

correctional system since the early start-up phase, primarily from correction officer ranks.

The program is also supervised by a facility Sergeant or Lieutenant who functions as the Security Manager and works cooperatively with the Network Administrator. Program staffing is consistent with normal facility staffing patterns for other housing units and program activities. In most instances, two officers work in a unit when program activities are scheduled. This allows one officer to focus primarily on the activity and the other to focus primarily on security. They work as a team however and are equally responsible for the unit and the program. Individual units consist of 30-60 inmates, depending on the size of the housing area.

Network improves staff morale through its support of corrections staff. It helps with facility management as units where Network operates tend to be cleaner, more orderly and organized, with inmates focused on personal growth rather than on "off time" from facility programs.

Network requires that inmates make an investment in their rehabilitation process and supports their commitment to that process. The program is organized to support growth and confront negativity. Inmates who live on Network units are expected to be involved in productive self-assessment and learning to live effectively in society.

It is a social control model and while developed independently of his theory, is supported by Hirschi's theory of social control as presented in his text, Causes Of Delinquency (1969). Hirschi presents social control as a bonding between the individual and conventional norms and values. He describes four elements of the bond: attachment ("sensitivity to the opinion of others"), commitment (awareness of consequences), involvement (industrious, conventional activity), and belief (common value system). Delinquency results when the bond to society is broken. Network is an approach to establishing or re-establishing the bond to society. People who have effectively bonded to significant others and to society as a whole do not commit crimes.

Studies of participants who have been released from prison have supported Network's approach as effective. In 1980, the first impact study reflected that Network participants were making more successful adjustments to society than the control group selected. The report stated: A preliminary report on the status of Network participants released on parole was submitted to the Division Of Criminal Justice Services with the Second Quarter 1980 report. To summarize briefly, the number of participants released to parole prior to August 5, 1980 was 66. Follow-up information was available on 64 of that group. Two participants had violated parole within three months of release. One of those participants has been involved in Network for four months, the other for seven months.

Between August 6, 1980 and December 31, 1980, a total of 22 individuals were released to parole supervision after participating in the Network Program. Some had been out of prison for less than a month at the time of the survey, while one had been out seven months. As of December 31, 1980, no one has violated parole from this group although the two previous parole violators reported in the first parole report have been returned to prison. One was paroled in May 1980 and returned to Elmira Correctional Facility in August 1980; the other was paroled in July and returned to Bedford Hills Correctional Facility in November 1980.

As of March 1, 1981 a total of 91 program participants had been released to parole. A control group of 100 inmates incarcerated in New York State prisons were randomly selected from a random sample of 500 inmates incarcerated some time from May 1977 through April 1981 and in prison during the time the Network Program was operating. The following table reflects the status of the 91 parolees as compared with 74 of the control group who were on parole as of February 1981:

	Network Parolees		Control Group	
	No.	%	No.	%
	91	100.0	74	100.0
Returned Parole Violators	4	4.4	20	27.0
Given New Sentences	-	-	2	2.7
Returned Escape	-	-	1	1.4
Death	-	-	1	1.4
Have not Returned	87	95.6	50	67.5

STAFF TRAINING

All staff who work in Network are expected to participate in the intensive, 100-hour training program. The two-week introductory course was specially designed to teach the principles of creating a context for life change. Using accelerated, whole-brain learning methods, the course includes: decision making, group process, stress reduction, discipline, counseling and presentation skills.

Network Training is an intensive, two-week simulation of a Therapeutic Community experience. Staff work with each other using the same methods they will be expected to teach inmates. The training allows staff to examine their own attitudes toward corrections, their co-workers, supervisors and inmates. One of the more significant contributions that Network makes to staff in the training program is in terms of cross-cultural and cross-discipline communication. Because of the intensity of the Network training and the opportunity for a great deal of both small and large group interaction, staff work out a number of issues around working together cooperatively in institutions. The training causes participants to reflect on their values and attitudes and facilitates breaking down the barriers to effective communication.

Staff have commented that the training is one of the most beneficial in terms of teaching them how to function in their daily activities and that the concepts should be included as a component of the recruit training for every trainee. In fact, most of the correction officer-counselors assigned to the Training Academy during the last year have been Network trained although there is still no formal inclusion in the curriculum.

Self-help is one of the basic tenents of Network and as inmates demonstrate their ability to staff, they are assigned increasing responsibility for program activities.

There have been a number of changes contributing to the progress of the Network Program since it began in 1979. With those changes, we have attempted to retain and strengthen the basic approaches which have proved useful over time and provide substance and stability to the Network units. Staff working in the facilities continue to be our most valuable resource. Despite a number of obstacles, facility staff have demonstrated their commitment to quality performance. They are the backbone of the program and it is through their efforts that we have been able to demonstrate the efficacy of the Network Program.

Correction officers working the units have mentioned that they enjoy going to work since they have become Network officers on our units. They experience that their jobs have meaning and that they are making a contribution. Officers say that they no longer feel frustrated at the end of a day and that they experience the time spent at work as moving more quickly because they are actively involved.

This manual has been designed to support staff and inmates in the operation of Network in facilities and is a general operations guidebook.

ACKNOWLEDGEMENTS

The Network Program would not exist if not for the contributions of some outstanding professionals who have been willing to challenge and be challenged over the years.

The Reverend Stephen Chinlund, formerly Chairman of the New York State Commission of Correction, was the motivating force behind the development of Network. His work with correction officers and inmates convinced him that in order to be effective, programs have to be an integral component of the corrections system and must involve correction officers in the process. While in his role as Commission Chairman, he cleared the way for the research and development of Network and provided ongoing inspiration and support.

Deputy Commissioner Arthur Leonardo, Facility Operations, has also been a strong supporter of Network since the program began. He was instrumental in planning the transition of Network from the Commission of Correction to the Department of Correctional Services in May of 1980, under Commissioner Thomas A. Coughlin, III. At that time, William Gard was the Deputy Commissioner for Facility Operations and has been another valuable supporter and contributor to Network. Assistant Commissioner Louis Mann has also provided insight and challenge since he first became involved with Network as Deputy Superintendent of Security at Fishkill Correctional Facility.

The Superintendents and staff of the facilities selected for Network have made very special contributions in their willingness to support Network units in their institutions.

A number of friends and teachers have added immeasurable value to Network with their ideas, energy and commitment to excellence. Dr. Curtis Clark, Dr. Peter Vamos and Kenneth Windes supported the writing and research in the design of both the institutional program and the staff training intensives. Dr. Amrit Desai, Dr. Richard Erskine, Katherine Dayton-Kistler, Marshall Thurber and Rebecca Trautmann have also shared their creative, holistic approaches to change and have influenced the ongoing refinement of Network. I am indebted to all of them for their excellent contributions.

The staff who have attended Network training and implemented the principles in the institutions are an impressive group of people. Ronald Perry and Eugene Blanton are to be particularly commended for their excellence in demonstrating the principles of responsibility, integrity and commitment. They led the way for other corrections professionals to enrich their roles and to add value to the system. They were the first correction officers to take the challenge of Network and apply the principles in the institutions and were the first to be selected as Network Administrators from correction officer ranks.

The overall coordination of the program has been managed by Lt. Gerald E. Sweeney since he replaced Lt. Dennis Thompson as the Network Security Coordinator in June of 1980. Lt. Sweeney has done

an extraordinary job in this very sensitive position. He is the backbone of the program.

An Administrator supervises the program in each of the facilities where Network operates. Each of them have made valuable contributions to the quality of the program. In addition to Mr. Perry and Mr. Blanton, the current Administrators are: Anthony Clarke, Peter Frederick, Orville Harrison, Judith MacCalla, Daniel Peterson, Denia Phillips, Marc Schmeiser and Norvia Trollinger. These Administrators and the officers who work with them in the institutions, have demonstrated admirably the ability of corrections personnel to implement a unique and challenging program within a correctional setting.

Ms. Joan Preston began working as the Senior Stenographer for the Network Program in November of 1979, however, her title barely covers the scope of her contributions. Ms. Preston is an outstanding administrative assistant. Her organizational skills, efficiency and excellent memory have added greatly to the implementation of the program.

Both Joan Preston and Linda Brown deserve very special recognition for the excellent job they did in typing this manual. Despite numerous changes and rewrites, they maintained cheerful good humor and patience. Joan's talent for deciphering cryptic notes and making sense of puzzles has resulted in a neat, well organized, professional presentation. Those of us who will use this manual owe her a great deal for her careful attention to detail.

Patty Johnston, Statistics Analyst, has also been most patient and thorough in providing documentation of accomplishments and in compiling the manual and countless materials required for training. Her logistical support has supported the daily operations of the program in countless ways.

Kathy Scadura, Stenographer for the Security Coordinator has performed diligently in that role and has been very receptive in assisting Central Office and the Network Administrators in the facilities.

Last, but certainly not least, the inmates who have had the courage to confront their self-limiting beliefs and meet the challenge Network offers, have been key contributors. Network challenges the "do your own time" code that is prevalent in prison and it takes a great deal of courage to be willing to choose responsibility and integrity as a lifestyle.

January 1985

STATE OF NEW YORK
DEPARTMENT OF CORRECTIONAL SERVICES
THE STATE OFFICE BUILDING CAMPUS
ALBANY, N. Y. 12226

THOMAS A. COUGHLIN III
COMMISSIONER

WILLIAM GARD
DEPUTY COMMISSIONER
CORRECTIONAL FACILITIES

COMMENCEMENT ADDRESS TO NETWORK TRAINING SESSION VI

William Gard

Some people may be a little surprised to hear that I am an advocate of Network. I like Network for exactly the reasons I have just heard from you people. The Department of Correctional Services has three mandates established by law and all three of these mandates are accomplished and enhanced by Network.

Our primary mandate by law establishes that the Department will retain inmates in safe custody until the day they can be released in accordance with the law. You are not only advocating security and responsibility by being involved in Network, you are enhancing security by your involvement in Network. You are making the security of the facility better because you are going to become personally knowledgeable of the inmates in your Network Program.

Having that more personal relationship and the more personal knowledge that you will acquire from that relationship, you will know when an inmate is starting to go the wrong way, you will know when the inmate has an emotional problem that might cause him to get into trouble. Having this personal relationship and personal knowledge, you are enhancing the security of the facility and that satisfies the first requirement by law.

The second requirement concerns "conditions of confinement". We are required by law to confine these inmates in humane, hygienic, as astatically possible, conditions of the confinement. Don't expect that when you confine a person against his will, he will be satisfied to be there because that just will never happen. Human nature will not accept confinement. However, we are required by law to provide the best conditions of confinement possible. Your interest in these guys is going to satisfy that mandate. You are making the conditions of confinement a whole lot more acceptable by your interest in Network.

The third condition mandated by the Department is to provide the inmate with an opportunity for self-improvement. With your interest, your counseling, your guidance, you are literally protecting them from deterioration and this satisfies that requirement. You are helping toward self-improvement.

A fourth condition, the one that is <u>most</u> important to me, the

one that I am not sure if required by law or not (it probably is but I don't know what the law is); the fourth condition is to provide safe and satisfying conditions of employment. That Network does. Network does this because when you satisfy those other three things, you have improved your conditions of employment.

Your facility is more secure because you have made it more secure by your involvement with the Network inmates. Your conditions of employment are improved because you are paying more attention to the atmosphere of the facility. Your conditions of employment are improved when the inmate begins to take an interest in improving himself rather than sliding further into the problems that caused his confinement to begin with. Network is providing for everything that we are required to do by law and should be doing. Now if that doesn't make it a positive program, I don't know what will be a positive program. It's positive for the inmates, positive for the facility employees, and believe me, when things are going well for the inmates and the employees, things are going well for me. So I'm being selfish.

I have what Cherie Clark calls my "old man speech". I have been around for a few years. The early years of my employment, when Correction Officers were called Guards, we did exactly what you people are being trained to do but we did it because it was forced on us. There were no counselors, there were no guidance services. At Auburn, where I started, we had a part-time Chaplain who came into the facility one afternoon a week and then appeared Sunday morning to conduct his services, then he disappeared.

The inmates had no one to relate to but the Guards. Everything the inmate needed, every service he required, he had to get from us, the Guards. There was nobody else there to do it.

Well after 1971, the Department put the emphasis into program services, into guidance services, which in retrospect, I think should not have been done, but at that time, we, including myself, advocated the shift in emphasis. We, in security, gave up some of the responsibility that we had before. We got to the point where an inmate would come to us with a problem and we would say, "go see your counselor". Maybe in the early stages I would have called a counselor and make arrangements for the inmate to see him but it eventually deteriorated to a point where I would just say, "see your counselor, I can't help you". That was deterioration.

Network is going to bring us back to where we were then and should never have left. We run the facility, the staff, the employees and especially, the Guards. Every person, regardless of title, working inside a correctional facility has the same responsibility, those same responsibilities I just mentioned. Safe custody, satisfactory, better than satisfactory, conditions of confinement, opportunity for self-improvement and safe conditions of employment. Every employee has the responsibility to work toward those four goals and this is what Network is and that is why "Old Blood and Guts" is a proponent of Network. Thank you.

March 6, 1981

PROGRAM OVERVIEW

The Network Program has been designed to promote positive involvement of participants in an environment which has as its focus successful reintegration into society. Members participate in program management to the degree that they demonstrate their capacity to make informed, responsible decisions. The program is designed to be a total learning environment, an approach which fosters involvement, self-direction and individual responsibility. The total learning environment is a reflection of both the individual human system and the larger social system in that it must be responsive to physical, emotional, social, cognitive and spiritual growth needs. Positive behaviors which support individual and community growth are expected while negative behaviors are confronted and targeted to be changed.

Program objectives have been grouped in three basic areas. In order to make responsible decisions, individuals must consider their own wants and needs, the effect which they have on others, and the variables of the situations in which they find themselves. These three areas are described below in terms of individual and social responsibility and in specific situational examples.

1. Responsibility for self implies that a person must be aware of personal goals and have the skills necessary to enable fulfillment of those goals. Program participants learn skills in self- assessment, decision-making and communications as means of clarifying and actualizing their goals.

2. In recognizing one's responsibility to others, it is important that one not discount the abilities of others to think and act. Responsibility to others is not responsibility for others. Many inmates have developed unhealthy dependency relationships with others. These relationships have been detrimental both to the inmate and to those with whom they are involved. While participating in the program, individuals learn how to create and sustain growth-producing realtionships. Participants learn supportive confrontation skills in group sessions. They learn to give and receive feedback about behaviors which inhibit their progress toward stated goals.

3. Participants learn planning and organizing skills which account for their interests and abilities. They evaluate the effects of their attitudes and behaviors in a variety of situations and learn new behaviors to deal with situations in which they have had problems. Life within the learning environment (and the facility) work, study, use of leisure time, relationships with family and friends, spiritual development and re-entry into society provide a range of opportunities for practicing positive behaviors.

A sense of self worth and personal pride are the foundation of living a responsible lifestyle. Network environments are structured to foster respect for self and others and to focus on positive self-images. Standards of behavior expected from all community members have been developed, tested and refined by staff and participants. Orientation to Network includes a review of these standards and a discussion of how they support individuals and the life of the community. Upon admission to Network, each participant is asked to make a commitment to both their own personal goals and to live up to community standards. These standards are reviewed and evaluated regularly in community meetings.

Community Standards

The Community is healthy when members:

A. Support Network's purpose, rules, goals and activities.
   1. Members abide by both the rules of the program and facility rules.

B. Speak and act supportively.

C. Acknowledge others, demonstrate respect, care and concern.
   1. Acknowledge whatever is being communicated as the true for the speaker at that moment.

D. Fulfill their contracts and keep their agreements.
   1. Make only agreements that they are willing and intend to keep.
   2. Communicate any potential broken agreement at the first appropriate time.
   3. Clear up any broken agreement at the first appropriate opportunity.

E. Communicate any problems at the first opportunity to the person who can do something about it.

F. Are effective and efficient. (Optimize every event, do more with less.)
   1. Jobs are done with excellence and completed on time.

G. Have the willingness to win and to allow others to win. (Win/Win)
   1. Members confront images constructively and feedback is specific and behavioral.

H. Focus on what works.

I. Agree to agree, work for resolution.
   1. When in doubt, check feeling tone.

NETWORK COMMUNITY RULES

All Network participants are expected to be responsible for the rules of the facility in addition to the rules of the Network Program.

The Cardinal Rules of Network are basic:

1. No violence or threats of violence
2. No drugs or alcohol

Adherence to these primary rules is essential to maintaining a safe environment for growth and change. Members are responsible for their behaviors and attitudes and are expected to be in control of their reactions. Acts or threats of violence and using chemicals do not support self-control and are irresponsible. Violations of these Cardinal Rules result in disciplinary action and removal from Network. All other Network rules are concerned with the quality of participation in the program.

I. Each Network participant is expected to show respect for him or herself, staff, other inmates and the community. To demonstrate that respect members agree to:

   1. Maintain confidentiality about events which occur in the Network community.

      a. Members participate in group sessions and meetings together. In order for people to be willing to risk changing negative patterns, the environment must be safe and supportive of growth. Keep community business in the community.

      b. Security risks are in no circumstances considered confidential and any information about violations of security are to be brought to staff immediately.

   2. Be responsible for maintaining personal cleanliness and the cleanliness of the living areas, furniture and personal belongings.

   3. Be on time for meetings, school, work or other assignments.

   4. Wear appropriate clothing to group meetings.

   5. Use respectful language with staff and peers both in and outside of the community.

II. Each Network member is expected to participate totally in the life of the Network community.

1. Every member must attend daily community meetings.

2. Every member must be involved in a variety of special interest groups including regular facility programs. These groups and programs will be specified in each member's original and ongoing contract.

3. Each member will have a written contract which specifies goals and objectives to be accomplished while working in the Network program. This contract will specify behavior changes as well as a plan for educational, vocational, leisure or other activities. Agreement to this rule is a part of this contract.

4. Each member is expected to participate in regular physical exercise.

5. Individuals are expected to be responsible for work assignments within the community and the facility.

6. Members are expected to use leisure time constructively.

7. Individuals will review their contract agreements with community members on a regular basis and evaluate their progress.

III. Each Network member is expected to be responsible for him/herself and the program.

1. Individuals must accept learning experiences for any irresponsible acts.

2. No passtiming about negative past events.

3. Members agree to be responsible to any rules which the facility or the Network program deems necessary.

PROGRAM MEMBERSHIP

All members are expected to demonstrate responsibility for themselves and to the Network community. Every Network inmate is expected to be a model for standards of personal cleanliness and neatness. Inmates are expected to attend to personal grooming as well as the cleanliness of their personal living area and the entire Network community area.

Inmates in Network are expected to adhere to strict standards of honesty. They are expected to be prompt and to regularly attend facility and Network activities. Each Network inmate is totally responsible for the Network community. No Network inmate should be a disciplinary problem.

Members are also expected to be working toward reachable objectives throughout their participation in the program. Members should be actively involved in a facility program which will enable them to reach their objectives. All inmates participating in Network should have written contracts stating what educational, vocational and personal growth goals they will be focusing on and they should pursue these goals in a disciplined, responsible manner.

New Members

New members are expected to learn about all aspects of the Network Program and clarify their goals for participation in the Network environment. The first month should be used to define a learning contract and state a time line by which steps toward the goal will be accomplished.

New members are expected to be punctual, to attend to appearance, personal hygiene and the cleanliness of their living area. They are eligible to perform general worker duties in the housekeeping department. These members are also expected to contribute to Community Meetings, Groups and Seminars. They are expected to know the Network rules and facility rules and to abide by these rules at all times.

Middle Peer

A member is promoted to middle-peer status when he/she has demonstrated an ability to take responsibility to be self-disciplined and to take more responsibility for the life of the Network environment. A member in this status is expected to be demanding more of him or herself and to be an example for new members coming into the program.

Having demonstrated the ability to take increasing responsibility, a member in this status should require less supervision on jobs and is eligible to work in the Business Office, in Maintenance or in Program Activities as a general worker. Once a middle-peer member has performed a number of functions as a general worker, that person is eligible to be considered for a position as a foreman, in order to learn supervisory skills.

A middle-peer should have successfully completed many steps towards the original goals which he/she set in the beginning, should be re-evaluating his or her progress thus far and restating new objectives to be accomplished.

Once an individual has demonstrated that he/she is consistently responsible in performing functions, he/she is then eligible to be considered for older member status.

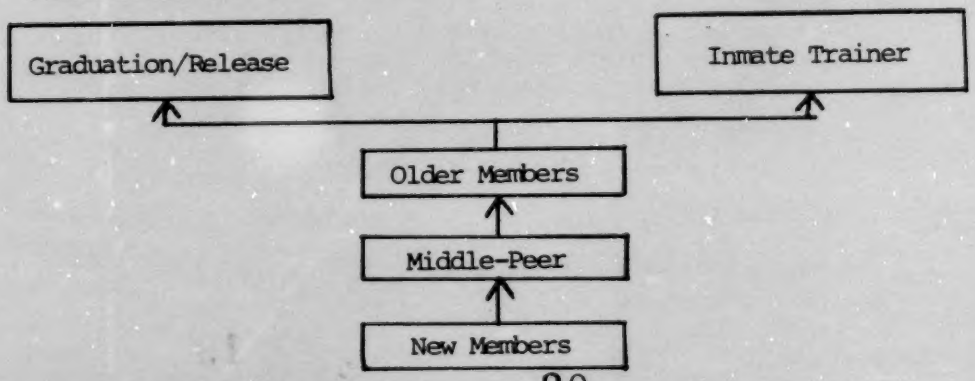
Older Members

Participants are eligible for older member status after they have performed well in Middle-Peer status. Older members should be the role models for all Network participants. These individuals should be people who are capable of handling the most responsible jobs in the community. They are the individuals who set the tone for the community. Older members should know group process, community meeting procedures and should be able to teach these skills to new members. Older members should be taking more responsibility for teaching in the Network community.

Older members should function as "Big-Brothers" or "Big Sisters" in their communities. They are the teachers and guides for the new members and should be assigned responsibility for the training and orientation of new members.

Older members should also be concerned with future plans. If they are eligible for discharge, they should be making plans for parole, work release, jobs and for reuniting with their families. If they are long-term inmates, older members may begin to consider whether or not they wish to apply for Network trainer status.

Schematic Overview



Disciplinary Procedures

Members of the Network environment are expected to be commited to helping each other as well as themselves. A failure of any member of the Network environment is also considered a failure of the community and should be used to help all members examine their commitment to living an intentional life-style. Living in the Network environment and participating in activities are considered privileges and must be earned. Members earn the privileges of participating in Network by obeying the rules and working to accomplish personal goals.

Disciplinary action within the Network environment is a teaching tool and should be designed to enable participants to learn self-discipline. Members who violate facility rules are subject to disciplinary action both by the facility Adjustment Committee and in the Network community. Individuals are expected to adhere to strict standards of discipline and must answer to the community when they do not live up to their commitment.

Individuals may lose their status or place in the community if they are in violation of rules. Community members may recommend learning experiences to enable the irresponsible member to develop self-disciplined behavior. Staff should determine the learning experience after considering, but not necessarily limiting themselves to, community recommendations.

Leaving the Program

Members can be expelled from the Network community if they are in serious violation of facility rules or if they continually demonstrate their lack of commitment to the program. Violation of a cardinal rule is grounds for immediate expulsion. Staff should evaluate members on a regular basis and should discuss serious concerns with the member and the community. If the member's behavior does not improve, staff may suggest suspension or expulsion.

If a member wishes to leave the program, he/she should discuss it with staff and the community. A member may leave the program at any time but should notify the community of his/her reasons for leaving to allow the community the opportunity to assist in working through the problem.

Any member who has withdrawn or has been asked to leave the community may reapply at a time determined by staff after consideration of the circumstances of the member's leaving. A member who is reapplying should be evaluated critically to assure that the commitment is genuine and that the applicant is clear about the expectations of the program.

Re-entry Process

As inmates approach their release date, they should be preparing for return to their home communities. During the pilot phase of the Network Program, New York City will be the base for the re-entry program as the majority of inmates return to the city after release.

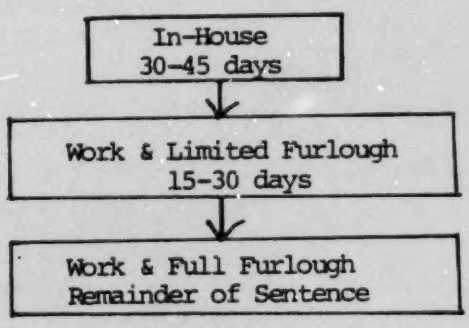
Prior to leaving the facility, inmates should have completed employment plans and know what their living arrangements will be. If inmates are planning to return to their families while continuing involvement in Network, they should encourage their families to participate in the program with them.

Re-entry groups will focus on adjusting to life outside of prison including living with family members and further education. Network groups as described in the group process section of this manual should be scheduled on a regular basis.

Once there is sufficient demand, follow-up meetings can be scheduled in various approved locations on an ongoing basis, so that inmates who need or want to could attend a Network group on a daily basis.

For those inmates eligible for the work release program at Edgecombe, their return to work can be coordinated with their involvement in the Edgecombe Program. Upon approval from the Superintendent, paroled inmates can return to Edgecombe for Network meetings.

The flow for the Edgecombe program is diagrammed as follows:



In-House Program

Inmates are oriented to the facility and to seeking employment. They are allowed out of the facility only when an employment interview is scheduled. Inmates who are seeking employment are allowed one weekend furlough to visit family after their first month in the program.

Work & Limited Furlough

Inmates are eligible for this phase of the program when they have been employed and are working regularly. They leave the facility on a daily basis to allow them sufficient time for travel and work. Weekend furloughs are granted twice a month for inmates who have been regularly employed for one month.

Work & Full Furlough

Inmates who continue to be regularly employed are released for work on a daily basis and are eligible for furloughs every weekend after completing their second month of employment. All furloughs are granted based on positive behavior of the inmate and can be denied if necessary for disciplinary reasons.

Parole or Release

Inmates from all facilities who have participated in the Network Program are eligible to participate in the Re-Entry Program. As in the facility, participation in the Re-Entry Program is voluntary and is intended to provide continuing support for individuals returning to their home communities. The re-entry process is often difficult for people because employment is limited and the pressures of living in free society are often upsetting for those who have been confined for long periods. The likelihood of an offender returning to crime during the first three months after release is high and drug and alcohol abuse are major problems. Network will attempt to help offenders adjust to a life of self-discipline and self-control.

What To Do If ...

Inmate behavior is destructive to others in the program:

Community members should be encouraged to take responsibility to help the destructive inmate. Problems should be dealt with in a group with discussion by members as to their expectations and their willingness to work with the individual. Members should confront the individual with their concerns and work with him/her to develop a plan for changing the destructive behavior. If the group is not successful, a one-to-one problem solving session should be scheduled with an appropriate staff member. In both the group session and in the one-to-one session, the inmate's contract should be reviewed and the expectations of the Network Program for this individual should be clearly spelled out.

One strategy for working with an individual who is self-destructive and/or destructive to the community is to reduce his/her membership or job status. Another strategy might be to place the individual in a leadership role without an actual promotion in status but to allow the individual to learn more responsible leadership behavior. If, after the community has consented to work with this individual, the person still does not change, then he should be suspended or expelled from the community.

There are incidents of violence:

Turn it over to security so that they can remove the individual immediately. This person must be expelled from the program for violation of a cardinal rule. Staff should work with the individuals involved to determine the reasons for the behavior. Any serious incident should be discussed with community members to help them work through alternatives for solving problems.

There is a lack of participation in groups:

Discuss this with the inmates. If only a few (or the same people) are participating, the group may have to be disbanded and new inmates found. It may be necessary to schedule other types of activities.

There is contraband: i.e., drugs, alcohol, weapons:

Apply security rules immediately. Notify security and Security Manager in writing, remove all individuals involved from the program.

The required number of staff are not available for the program:

The program activities will have to be postponed until a staff member can be present. If a scheduled staff member is ill or taking time off when scheduled for an activity, that person should make every reasonable attempt to find a substitute to handle the session.

ADMINISTRATIVE PROCEDURES

The Network Program operates under the jurisdiction of the Department Of Correctional Services, Facilities Operations Division. Training is coordinated by the Program Director and program operations are supervised by the Network Security Coordinator.

All facility staff are responsible to report to their supervisors within the facility relative to security, scheduling of staff and program activities. Network Administrators work with security supervisors who function as Security Managers for Network.

Staff Meetings

The Network Administrator should schedule a staff meeting for all Network staff on a monthly basis. If possible, this should be held at a time when the day and evening shifts could meet together. If that is not possible, then a meeting for the day shift and a meeting for the evening shift should be scheduled at times when the Network Administrator and the Security Manager can attend both meetings. The purpose of the staff meeting is to review the progress of inmates and the program, to communicate news to all staff members and to handle any problems.

If an inmate is presenting problems, staff should be appointed by the Network Administrator to prepare a presentation of problems, steps taken toward a solution and concerns to be discussed. This case presentation should include whatever background information is available, the inmate's contract statement and schedule, a monthly progress report, and any incident reports with resolutions. After the designation staff person has presented the situation, staff should discuss possible steps to resolving the problem.

Case presentations should also be made when successful work has been done in a situation as a learning experience for staff and as a means of sharing effective intervention strategies.

Record Keeping

Every participant's folder should contain a completed application, a summary of staff impressions of the participant's attitude and behavior during interviews, the inmate's Statement of Goals and current schedule, progress reports and evaluations, and any incident reports with their resolution.

The Network Administrator is responsible to see that staff keep records up to date. Staff members should share responsibility for maintaining records, preparing monthly reports, maintaining a log of program activities and up-dating evaluation reports on participants.

The program log should be kept in a location accessible to all Network staff. The log serves as a central communications record of Network activities. It should be a part of the standard, official log for the unit and not a duplicate record. The log is a running record of program activities, visitors, problems and concerns about individuals. Log entries need not be lengthy or detailed, but should summarize the activities of the shift so that officers coming on duty can keep abreast of progress and concerns.

Scheduling of Officers

A Security Manager is responsible for making all officer assignments in the program. The schedule should be prepared by the Network Administrator for the Security Manager at least one week ahead to ensure that enough trained officers will be available to supervise or lead activities. Officers wishing to volunteer for a particular duty should inform the Administrator. All officer assignments are made through the Watch Commander.

Monthly Reports

The Network Administrator is responsible for seeing that monthly reports are completed accurately. They should be completed by the end of each month and forwarded to the Network Security Coordinator by the fifth working day of the following month. A copy of this report is included in the Appendix of this manual.

Section 1 identifies all inmates participating in the program and is updated each month by the Statistics Clerk in the Director's office. The research division has prepared a special computer program to maintain records and the printouts for each facility are forwarded to Administrators monthly. Network Administrators should verify all information included in Section 1 and indicate any additions or changes.

Section 2 is to be completed indicating new applicants for the program. Copies of applications of all individuals accepted during the month must accompany the monthly report. The Statistics Clerk in central office will update the participant's files upon notification of acceptance.

Section 3 is a report of staff active during the month.

Section 4 is a summary of the activities calender for the month. The number of inmates participating in a given activity should be entered in the column under the appropriate date. The inmates Business Office may complete this section for verification by the Administrator.

Section 5 allows for any comments which staff wish to make.

Participant Progress Worksheets

This is a quarterly review of Network participants' progress in the program. Network Administrators are responsible to contact staff when progress reports are due and solicit input from them about inmate progress. A copy of the Worksheet is included in the Appendix.

Staff are to rank inmates on the categories listed and comment on both strengths and weaknesses. Ratings should be based on a review of attendance records, the unit log and staff observations. The ratings are discussed with the inmate who then should use the feedback to identify four areas to work on over the next quarter. The inmate should list the four areas and state specific ways that his/her behaviors will show progress during the next quarter. Follow-up progress reviews should particularly focus on those four areas.

The section of the manual on Interviewing Techniques may be helpful in conducting progress review discussions.

The original of the Worksheet is kept in the inmate's Network file. Copies should be forwarded to the Network Central Office records, Parole files, Service Unit folders and the Temporary Release Committee. A copy of the participant's Statement of Goals is kept in the Network file and should be sent to the Network Central Office records. This statement does not have to be sent to the other records.

Community Standards

Network participants are responsible for maintaining community living standards in each program. These standards should be posted in the day room or other community area as a reminder of the commitment members make to each other.

Senior members conducting orientations of new members are responsible to inform new participants of Community Standards and the reasons for them. At the end of each month, all members participate in a feedback session, ranking the standards according to quality of participation. A group discussion of the ratings should include strengths and weaknesses noted and a plan for participation during the next month.

Where there are positive ratings, members should identify how they can continue effective functioning. In those areas where there are problems, agreements need to be made about group goals to improve community functioning.

Since the Network Program is concerned with creating positive environments for growth and since all participants are responsible for that environment, it is important to have a clear understanding of the elements that contribute to growth within a community.

Psychology and research in organizational and community planning and studies of institutional climates have identified areas which serve as signals of effective program functioning. These areas consider the quality of order, organization and control; involvement, responsibility and levels of participation; support of members and staff; expression of feelings and practicality or usefulness of programs. The standards of the Network Program include statements addressing these areas.

The Community Standards listed in the overview are general guidelines for the overall functioning of Network. Individual communities may add standards to the general guidelines to ensure that the particular needs of that program are being addressed.

START-UP PROCEDURES

The following section provides information on implementation and administrative procedures for newly-established Network Programs.

Security

Network must always work within the regular facility routine. The Program should never interfere with security and should be a support to the security procedures of the facility. The individuals involved in the Network Program should be informed that security comes first and that their commitment to Network is not only a commitment to abide by Network rules and regualtions, but to be primarily responsible to facility rules and regulations.

Scheduling

The schedule should be developed by the Network Administrator with the cooperation of staff and discussed with the Security Manager. Daily and weekly events should be planned with the facility schedule in mind to allow for sufficient staff to be available when inmates are free to participate.

Community meetings, physical exercise and a clean-up inspection of program and living areas should be scheduled on a daily basis. Time for staff to work with inmates in individual problem solving sessions should also be planned for one hour per day. These sessions will be handled by appointment upon request of the inmate. Care should be taken that these sessions are not used to avoid dealing with problems in group. Staff should use discretion in scheduling individual sessions, paying attention to the inmate's progress in group.

Each program should schedule at least one three-part meeting per week, one confrontation group per week, and two to three problem solving and/or employment development seminars per week. In addition, all the facilities should regularly schedule training in Life Skills courses. The weekly schedule should also include time for a staff meeting with in-service training session.

Officer Assignment

Although some Network officers will be assigned to the Network housing area as a regular job bid, some officers may need to be assigned only for specific tasks for a part of the day. The Network Administrator and Security Manager should request officer assignments through the facility Watch Commander.

Identification of Inmate Leaders

Each program should have a strong base of support from inmates. It is important to identify leaders from among the inmates to work with the Network Administrators and correction officers in establishing the program.

Inmate leaders can help to set the tone of the group negatively or positively. They will help to stabilize the community, back-up the staff group leader, and assume responsibility for the environment.

An inmate leader should be positively directed, motivated to grow and change and able to communicate clearly. These individuals should show respect for, and be respected by, fellow inmates. An individual who has leadership qualities will make his/her presence felt and should be encouraged to take a positive role in the community.

First Groups

First groups should be geared to getting acquainted and familiarizing participants with Network procedures and expectations. All participants should introduce themselves briefly, make a statement about why they are there and be allowed time to ask any questions they may have about the program.

When a Network environment is beginning to form, it is useful to focus on externals, that is, how a Network participant should look and act in the facility and in the Network community. The initial groups set the tone for the program and should be geared to community building and developing a group identity.

Network participants should begin immediately to see themselves as individuals who are involved in a self-help process. Staff can expect to be challenged about special status or privileges from the beginning. Inmate demands for special status or privileges should be handled by reminding them that Network is a program designed to provide an environment where they can help themselves make personal changes which they have identified, not a special privileges program.

After participants have gotten to know each other, some early groups can also focus on the philosophical stance of Network. Members should be encouraged to discuss and clarify their interpretations of personal responsibility, responsibility for others, caring confrontation and support for individuals making changes in their lives. Issues about maintaining confidentiality, leaving group issues in the group rather than continuing them in private, and what investment in the change process means should also be discussed.

What To Do If...

A member continues to try to wrangle special privileges and/or refuses to participate in program activities:

Remind the individual of the commitment of self-help he/she made coming into the program. Ask if he/she misunderstood that commitment and if not, if he/she is clear about what the Network Program goals and practices are now. If the person says he/she understands then ask him/her to restate that personal commitment to remain in the program. If the person tries to argue the point further, remind him/her that he she does not have to live in the Network Program environment. If the individual wants to live in the environment, then he/she must earn any privileges by demonstrating responsible behavior.

A member violates the confidentiality rule or continues to deal with issues outside of group:

Bring it back to the group for discussion and notify the group that the problem will also be discussed in a staff meeting. Individuals violating either rule should be considered to be endangering the life of the environment and the safety of the members, and should be questioned about motivation and commitment. Solicit suggestions for learning experiences from inmates and staff. As a last resort, the individual should be suspended or expelled.

The recommended procedure is to encourage the community to assist the violator to deal with the problem in the environment. Someone who violates confidentiality and leaves can be expected to continue to do so unless the problem is worked through.

INMATE RECRUITMENT

Announcing the Program

The Network Administrator should have sufficient copies of the Program Announcement posted in appropriate facility locations where inmates will see them. The bottom of the notice should indicate the name and location of one individual who will be responsible for distributing applications and scheduling interviews for interested inmates.

Inmates interested in learning more about the Network Program should submit a request slip to the Network Administrator and be given a copy of the small brochure describing the program. This brochure contains a brief general description of program methods, the Network Community Rules, and a description of the application process.

Trained Network staff persons should orient other facility staff to the Network Program. Counselors, institutional Parole Officers and chaplains are a source of referral to the program and should be given information about the Network Program so that they may pass it along to inmates who may question them. Security staff and other facility staff should be acquainted generally with the Network Program so that they have some understanding of its purpose and goals. Staff persons should have copies of the short form description of the Program available to them.

In addition to staff orientation, trained Network staff should also conduct general orientation sessions for inmates on the purpose and goals of the Network Program. This can be done individually or in an orientation group led by trained staff held especially for that purpose. Inmates who have been involved in the program for at least six months can also conduct informal orientation sessions for other inmates.

A copy of the Program Announcement, the short form of the Network Program description, the Application Form and Interview Verification Form are included in Appendix I of this manual.

ASSESSMENT PROCEDURE

Each individual wishing to volunteer for the Network Program must complete the written application and be interviewed by Network staff. Those inmates requesting interviews should be listed on a call-out sheet scheduling them for a time when they can meet with a trained Network staff person to review and complete the application. The staff person assisting with the application process should check to be sure that the inmate is clear about the kind of commitment expected from him or her if accepted into the Network Program. While the application should be completed with a staff person, the inmate should be given the second page of the application to complete and return at the time of his first interview. A copy of the application is included in the Appendix.

An initial interview should be scheduled within seven to ten days after application.

Selection Criteria

Age Range - No age restriction. The Program is open to any individual eligible to live in the institution.

Crime - No restriction.

Release and Transfers - Minimum of six months to release (C.R., M.E. or Parole). Inmate should not request a transfer from the institution within six months.

Housing - Inmate must be willing to move to Network living quarters and abide by both Department and Network rules.

Program - May continue ongoing involvement in regular facility program or work assignment but this involvement should not prohibit the inmate from participating in ongoing Network activities. (For example, some inmates are enrolled in morning, afternoon and evening programs and would not be able to participate in Network.)

Interview Process

The Network Administrator should schedule interviews when at least one Network Officer or Counselor can be present. One or more inmates with at least three months and preferably six months residency in the program should also participate in the interview process. Inmate interviewers should be selected by the Network Administrator or designee.

Initial Interview

The initial interview should take about 45 minutes to one hour to complete and is concerned with the inmate's motivation to join the program. The interview should focus on the inmate's institutional adjustment including a discussion of any disciplinary problems. Prior to the interview, staff should become familiar with the inmate's adjustment to the facility and program involvement to determine what questions to ask. Interviewers should also determine whether the inmate has enough information about the Network Program to be realistic about a commitment. The first interview should explore expectations that the inmate has of the Network Program and clarify the Network Program's expectations of the inmate.

One function of this interview is to have the inmate focus on some type of positive investment he or she can make to the Network Program. The investment should be tailored to the individual inmate and should be concerned with positive changes of behavior, attitudes or appearance. Inmates presenting themselves for an interview should be neat and clean and should demonstrate, by their attention to appearance and personal hygiene, that they are interested in making an investment for personal growth.

The first interview should conclude with an agreement about the type of homework the inmate will do in order to establish that he/she is positively motivated to enter the program.

Interviewers should allow sufficient time after each interview to summarize their impression of this individual on the back of the Application Form. They should state their recommendations for acceptance or rejection. If the inmate is rejected after a first interview, he/she should be notified as soon as possible, in person.

Second Interview

The second interview should be scheduled a minimum of seven days and not more than 14 days after the initial interview. This interview flows from the first and includes a review of the inmate's response to the first interview, progress with the investment homework and further probing of topics uncovered in the first interview.

Interviewers conducting second interviews do not have to be the same people as those who conducted the first interview; although, if possible, at least one person present at the first interview should participate in the second. Second interviewers should review the impressions and recommendations of the first group and follow-up on any unresolved questions or suggestions. Second interviewers may choose to accept the inmate if all conditions are met from recommendations of the first group. The inmate may also be deferred to a third interview or rejected by the second interviewers. Notification of acceptance or rejection should be done with the inmate in person but does not necessarily have to be done at the time of the second interview. Staff should discuss their decision and if prepared, may announce acceptance into the program at the time of the second interview or may notify the inmate in person at a later time.

Reasons for Rejection

Inmate can be rejected during the pre-screening application process because:

1. a. He/she does not meet the criteria which have been established for members.

2. At the end of the first interview for any of the following reasons:

   a. Unanimous decision by panel

   b. Previous Network drop-out, poor motivation for return

   c. Serious psychiatric disturbance of a nature that cannot be handled by Network staff

   d. Repeated history of violent behavior which has continued within the last 18 months prior to application

   e. An extremely poor institutional record and a refusal to see the necessity to change

   f. Dishonesty in the application process. (The inmate should be told this at time of application.)

3. During the Second Interview because of:

   a. Failure to make a real investment in the contract process

   b. Hostility

   c. Uncommitted attitude and bahavior

Rejection can be of two types:

Unconditional rejection - That is, because he/she does not meet eligibility criteria or because of medical, psychiatric behavioral problems as indicated above.

Conditional rejection - Is based on the fact that there needs to be behavior change. The individual can reapply within a month or two, at the discretion of staff.

All candidates must be informed in person after a discussion, of reasons for rejection. When an inmate is on the interviewing panel, that inmate has no vote in the acceptance or rejection but can act as a consultant and give opinions.

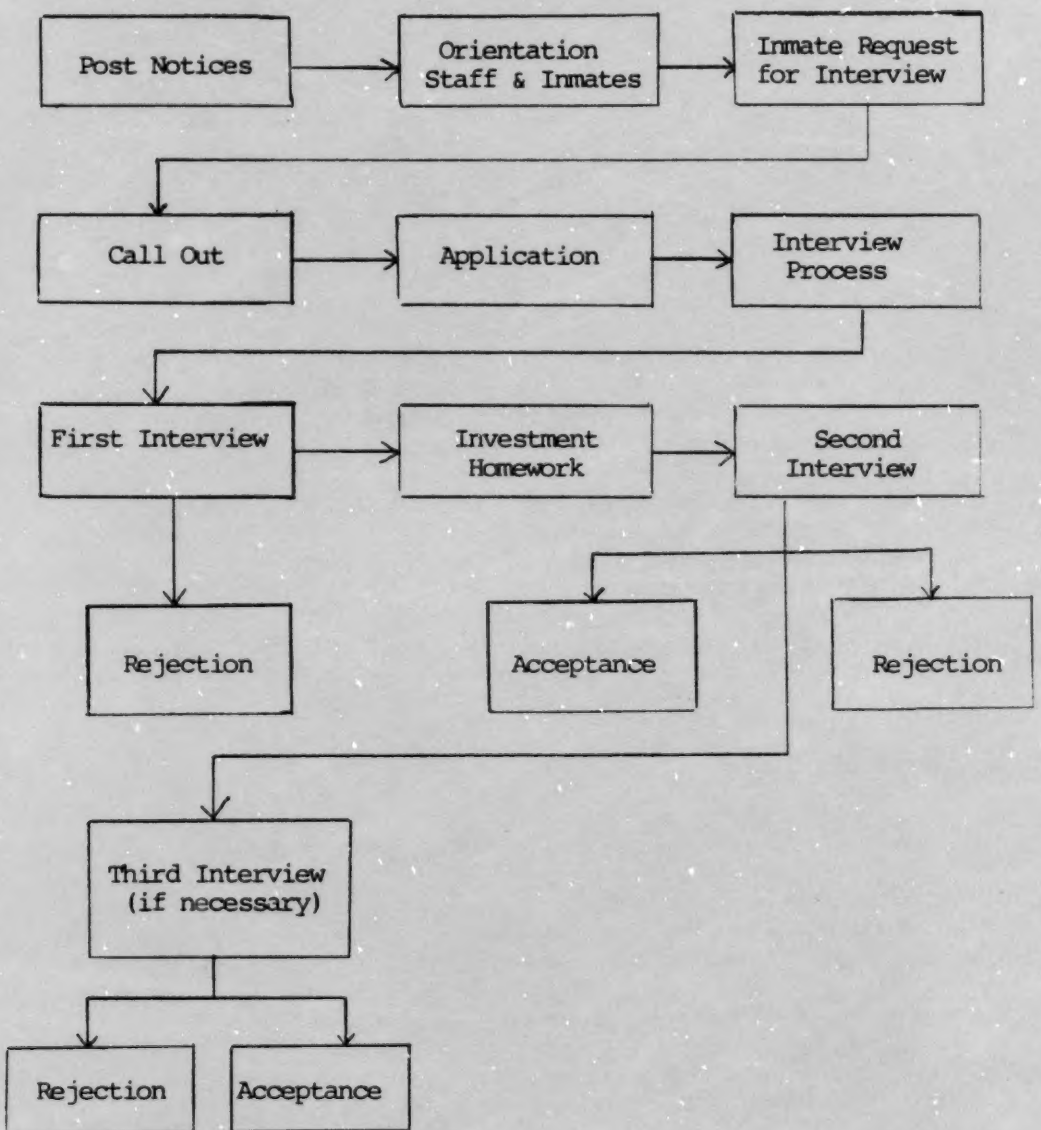
All grievances concerning rejection should be referred to the Security Coordinator of the Network Program. Rejection from the Network Program should not become a part of the inmate's record but should simply be listed in the Network files and in the Network log book. The log book should not include reasons for rejection but should simply state that the inmate was not accepted. Reason for non-acceptance should be listed on the back of the application.

Initial Orientation

Although "new members" are in this status for a minimum of three months, the first month after acceptance should be geared to teaching the new member Network methods in special groups especially geared to orientation. Inmates in their first month of the program should not usually be placed immediately in groups with older members, but may participate in Community Meetings and Seminars. Orientation groups for new members should focus on behavior expected of Network participants and guidelines for functioning in the program.

An inmate with a minimum of three months in the program may assist an officer or Network Administrator in running these orientation groups.

INMATE SELECTION PROCESS



What To Do If...

An inmate shows up for an interview sloppily dressed or late:

Inmates should be informed of the requirements for appearance and promptness at the time they make application for the program. If someone shows up to the first or second interview careless about his/her appearance, or punctuality, he/she should be sent away and rescheduled for a time when he/she can demonstrate a willingness to take more personal responsibility. A re-scheduled interview should be set for a time convenient to the interviewers.

A rejected inmate becomes negative about the program:

This is bound to happen. A staff member may talk to the inmate to allow him or her to air feelings, to clarify reasons for rejection and restate application procedures should the inmate wish to reapply in the future. If staff feel they have been clear then they should disregard the negativity and proceed with operating the program.

Other facility staff have negative attitudes about the program:

Be sure that the staff member has sufficient information about the program and was properly oriented to program goals and procedures. If this does not eliminate the problem, staff should inform the Security Manager of complaints. The Security Manager should then meet with the staff person to discuss reasons for negativity and attempt to resolve the problem. If the staff person continues to be negative then the Network staff must continue to perform their duties in the program in an exemplary manner and demonstrate by their attitude that they are serious and committed to excellence within the program.

Network staff become negative about the program:

Staff should be encouraged to discuss their concerns in staff meetings. The Security Manager and Network Administrator should also meet with the staff person to explore his/her concerns and attempt to resolve the issues. Other Network staff should be informed so that they can offer the individual support to work through the problem or to continue to be supportive if the staff person decides to withdraw from the program. The Security Coordinator should also be notified so that he can discuss it with the staff member.

INTERVIEWING TECHNIQUES

Interviews are used to clarify goals, share information, solve problems and focus individual attention on plans for future actions. Interviewers function as a sounding board and should assist the person interviewed to direct his/her thoughts toward developing alternatives to dealing with the presenting problem. An interview is most effective when the interviewer helps the client to think clearly about solutions rather than giving advice.

In general, there are four basic stages to an interview:

1. A social stage when individuals are greeted and helped to relax and feel comfortable.

2. Stage Two defines the problem to be discussed clearly so all parties involved can work toward the same ends.

3. A discussion and work stage is used to review relevant data about the problem and explore alternatives for solutions.

4. Stage four should end the interview by having a clearly defined goal and plan of action summarized and a commitment from the client to work on the action plan.

Stage One

This stage should be brief but informal. Interviewers should know the attitude of the interviewee prior to beginning the work. Something may have happened to upset the interviewee prior to coming in and it is helpful for the interviewer to work with the person around whatever attitude he/she comes in with so that the work they do together is relevant.

The first two stages of the process set the tone for the interview. In some cases, the person may come in saying that he/she wants to work on a particular problem but his/her attitude may be preventing clear thinking. If this is the case. it may be more important to focus on the attitude than on the other stated reason for the interview.

Stage Two

In this stage the interviewer should ask the interviewee what he/she wants to work on. Interviews are not just "rap sessions", it is important to set a business-like tone for interviews and have rap sessions when time allows as a separate type of session.

If the interviewer has scheduled the session, he/she should state the purpose and define the problem to be discussed. That is, if the interview is a screening interview, then the general goals of the Network Program should be stated in the initial interview and a statement about the purpose of the interview should focus the direction of the session. In follow-up interviews, the homework assignment or reason for scheduling should be restated at this stage.

It is important to be sure that the problem has been narrowly enough defined to be able to come to a partial solution by the end of the interview.

When an individual presents a major problem it is useful to break the problem down into workable pieces and use the session to outline stages of work toward a solution. Sometimes people overwhelm themselves by viewing their problems as too large to get a handle on. The interviewer should help the interviewee to develop an ability to set both long-term and short-term goals so that he/she does not continue to be overwhelmed.

Stage Three

The interviewer should state how he/she sees the problem and then ask the individual to discuss the situation as he/she sees it. The interviewer should be asking clarifying questions, paraphrasing what he/she hears the interviewee saying and checking for accuracy of impressions. The interviewer should also provide feedback about behaviors and feelings he/she observes during the interview and ask the interviewee to respond to these observations.

One purpose of the working stage of the interview is to gather relevant information about the situation. An important rule to remember here is to get the answers to the questions asked. For example, if the interviewer is asking a person about how he/she is feeling, then be sure to get a response about feelings rather than opinions or ideas. If one asks for thoughts then be sure to get a thought rather than a feeling response. This helps the interviewee to clarify thinking about problems which is the first step to developing an effective decision-making cycle.

The second purpose of this stage is to gather and create an order to alternative solutions to a problem. In individual sessions it is useful to encourage the interviewee to use a brainstorming process to generate alternatives. The interviewer can list the alternatives and work with the interviewee about the possible consequences to each alternative once they have a list. The interviewer should summarize the alternatives briefly and move on to goal setting as soon as they agree that the interviewee has sufficiently explored the problem.

Stage Four

At this stage the interviewee should have an understanding of the options open to him/her and should be ready to make a commitment about an action plan. The interviewee should state what he/she will do and how and when the action plan will be implemented. The interviewer should schedule a time either in group or in another individual interview session for the interviewee to report progress.

Stage Four establishes direction and purpose and brings closure to the interview. The end of an interview should be used to summarize the flow of the interview, reviewing the stated problem, quickly describing the exploratory stage, and summarizing the homework to be accomplished. This review should be brief, but is helpful in again reinforcing an intentional tone to the process connecting the work as a cohesive whole.

Role of Motivation

It is important that the inmate applying for Network be motivated to make changes in attitudes and behavior. It is not the job of the Network staff to motivate people although they should support and encourage motivated participants. During the screening interview, staff should set the tone of the program as a self-help program which will make demands on inmates rather than provide them with special privileges. The primary criteria for accepting someone into the program is that they demonstrate a positive motivation to change.

Interviewers should discuss the inmate's reasons for wanting to come into Network to be sure that he/she is clear about the program's focus. Staff can expect inmates to be interested in the program because they expect it to look good for them with the parole board, or because they want to be with friends in the program, or any number of reasons. Staff should clarify the position of the program and ask the inmate to focus on things about him/herself that he/she is interested in changing.

Establishing Trust

Staff conducting screening interviews should be clear about Network goals, stating that the program makes no promises and only works as well as the individuals who participate. Staff should discuss confidentiality with the inmate, explaining that everyone who participates in the program must agree to maintain confidentiality about personal disclosures. The environment cannot be open to risk if members feel that they cannot share with others and be respected.

Network expects that people who enter the program will be willing to share themselves with other members, being open about feelings, attitudes and opinions. A commitment to the program is a commitment to openness with staff and other members.

Honesty is an important factor in establishing trust. Members should be clear that honesty includes giving and accepting constructive criticism and revealing thoughts and feelings. Members who continue to try to cover-up will not gain anything from the program and will prevent other participants from gaining as much by their lack of honesty.

Empathic Confrontation

Confrontation means facing oneself and one's behaviors. Sometimes it is difficult to see behaviors which get in our way unless others point them out. Confrontation needs to be done from a position of caring about another person. It is ineffective if done from an uncaring position. Although confrontation may need to be overdramatized to reach some people, it should always be based on concern for the ways in which that person is preventing him/herself from being realistic or effective.

In order to confront effectively, the person confronting needs to be empathic, to put him/herself in the other's shoes, to be aware of how he/she would feel if confronted about the issue. Confrontation is important, it shows people care enough to want to help the other person get clear. Failure to confront becomes rescuing in its most negative sense, that is, to "save" someone from knowing their shortcomings. Confrontation helps to develop close open relationships when done with empathy. It is a key tool in the Network Program.

Contracts for Change

A contract is an agreement about what a person will accomplish while in the program. This is not a legal document, but should be a written statement in which the inmate identifies what he/she intends to accomplish while in the program and how he/she intends to do it.

The contract should be discussed during the screening interviews, but the applicant should wait until he/she clearly understands the program expectations before writing the statement.

A contract should include school or vocational training plans, work habits and behavioral changes the individual plans to make. This is the person's commitment to him/herself and the Network community. It will probably also involve attitudinal changes as well as, and should also be, related to the investment the individual made during the screening process.

A contract should respond to the following:

1. I want to accomplish:

   in education/vocational training:

   in work:

   in my behavior:

   in my interactions with others:

   other _____:

2. I will accomplish my goals by:

   in education/vocational training:

   in work:

   in my behavior:

   in my interactions with others:

   other _____:

3. I cause problems for myself by:

4. My long-range goal is to become:

Each of these statements should be specific and detailed. There is no information in a statement like, "I want to be a better person...I want to feel good about myself...I want a positive attitude." Those are opening statements which need to be clearly defined. Question the inmate to help clarify these vague statements into behaviors he/she will demonstrate to the community. The more concrete the contract, the more likely the person is to accomplish a real change. By having the agreement written, the individual can see progress that has been made.

Each member should take responsibility for letting other members know his/her personal goals so they can support and confront each other at appropriate times.

Contracts should be reviewed on a regular basis to note accomplishments and to update or revise them when necessary. The inmate should prepare a duplicate of the contract so one remains on file and he/she has one to keep.

COMMUNITY JOBS

Purpose

Jobs in the Network Program are designed to support every individual in learning strategies for success. Members support the Network environment, learn responsible behaviors, and learn cooperative work skills and leadership skills.

All Network participants are expected to demonstrate their responsibility for the Network community by fully participating in the operation of the community. Working for the Network Program is considered a privilege and as jobs increase in responsibility, they also increase in status. Members should be given jobs which enable them to learn in a particular area.

Method

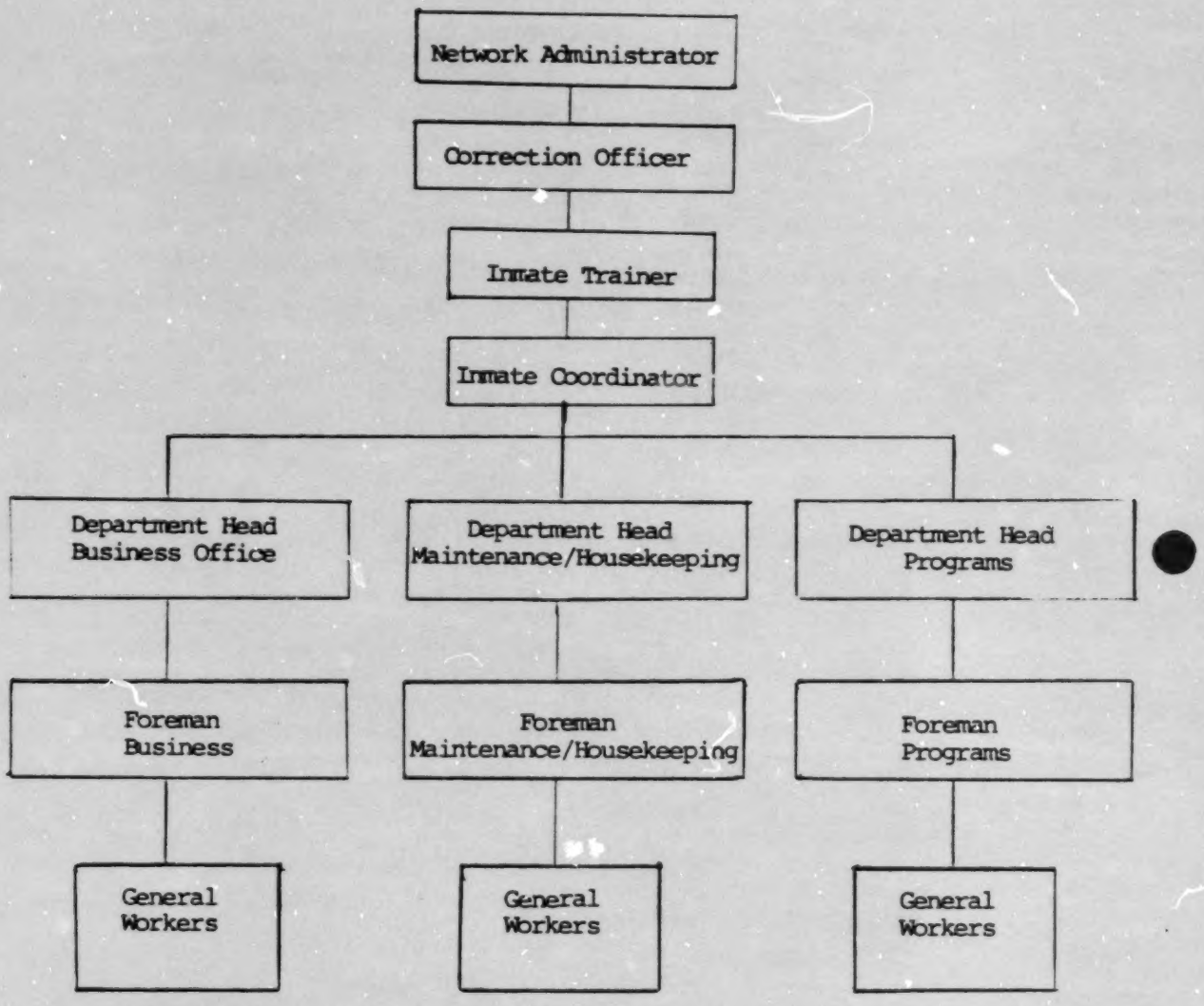
Every job in the Network Program is considered to be an important position and should afford different opportunities for growth in learning. As an individual progresses in the status hierarchy, he/she is expected to demonstrate increasing responsibility and the ability to handle supervision and authority. Any individual in a position of greater responsibility, who does not perform functions as expected, may be demoted to a job of lesser responsibility until he/she demonstrates that he/she can handle increased authority and responsibility.

Individual are evaluated both on their job performance and for their attitudes within the Network Program. An individual who is functioning adequately in a particular job is not considered ready for increased responsibility unless his/her attitude in the program is also positive. Individuals demonstrate this positive attitude by showing concern for other members, by being involved and participating in program activities and by showing respect for staff and other community members.

DEPARTMENTS

Functions in Network have been divided into three main divisions; housekeeping and maintenance, program activities, and business office. The following is an overview of the duties and a general description of the function of inmates in each area.

STATUS HIERARCHY



Maintenance

The Maintenance Department is responsible for general care for the Network living area. This department should ensure that the Network environment is in good repair and is clean and neat.

Business Office

The Business Office is responsible for record keeping within the Network environment. This office should maintain files on all activities scheduled for the Network community, records of attendance in groups, seminars and other activities. The inmate staff is responsible for publishing a schedule of activities, work assignments, call-outs and handling requisitions for supplies. All announcements, schedules of activities and assignments must be approved by the Network Administrator or staff person responsible for that area, before posting.

Program

The Program Department should work with the Inmate Coordinator and Department Heads to schedule all Network activities. The Program Department will work with corrections staff to schedule all ongoing and special events in the Network environment and will coordinate various program activities.

The department is responsible to see that attendance is kept of all group and program activities and that these records are submitted to the Business Office not less than weekly. Members of this department are expected to schedule inmate leaders for the various activities, paying attention to sharing responsibility among all individuals involved in the program.

Community Roles:

General Worker

All members newly entering the program begin work at the level of a general worker in the housekeeping division of the Maintenance Department. These are jobs which are essential to the basic life of the community. General workers in the housekeeping division are responsible for the cleanliness of the Network environment. Jobs include sweeping and mopping of floors, cleaning of bathrooms, sanitation and garbage, washing windows, shoveling snow and any other general housekeeping duty as required by staff and on an 'as needed' basis.

General workers in maintenance are responsible for waxing floors, buffing, painting and for minor repairs as authorized by staff.

Once an individual has demonstrated his/her ability to function efficiently within the housekeeping department, he/she may be promoted to general worker in the Business Office, Maintenance Department, or in the program.

General workers in the Business Office may be assigned to a variety of clerical duties including stuffing envelopes, typing and posting memos, reports and announcements and care of the Business Office.

General workers in the Program Department are responsible for materials designated for program activities. These workers are in training to do presentations and should prepare and present seminars. These individuals may work with the foreman to schedule seminars, groups and other activities and to ensure that other community members are notified of the schedule in advance. Program Department staff may contact volunteers to request programs of special interest with the prior approval of the Network Administrator. Individual leaders are responsible for chairs and maintenance of the area where the event is to occur.

Foreman

After an individual has demonstrated his/her capacity to function effectively as a general worker, he/she may be considered for a position of foreman of the general workers in any department. Foremen provide supervision and should be able to instruct the general workers in all aspects of their duties.

Courier

The courier is responsible for all communications within the Network community, i.e.; Memo system. This person is responsible for handling all messages, notifying people of assignments, scheduled activities and any other necessary communication. This person functions as a link between all of the department heads and the various foremen and general workers within the Network environment. This is set up as needed.

Department Heads

Department Heads are responsible for general management of each unit. A Department Head is responsible for all work in the area, assigns duties, reviews and evaluates assignments and works with the inmate program coordinator to ensure efficient functioning of the Network Program. The Department Head is responsible for preparing monthly reports on the progress and activities of the department.

Individuals working as Department Heads have the opportunity to learn supervisory management skills, writing skills and train new workers. The Department Head is a role model for everyone who works in that department.

The Department Heads have weekly Department Head Meetings with Trainer, Coordinator and corrections staff. In addition, each Department Head will meet with their own general workers and Foreman on a weekly basis.

Inmate Coordinator

The Inmate Coordinator is responsible to the Network staff for the coordination of all activities and the smooth functioning of the Network community environment. This individual should have a thorough understanding of all jobs in the Network Program and should make recommendations to the staff for assignment of various inmates to particular jobs.

The Inmate Coordinator should work with the department heads to plan activities and to evaluate the functioning of the Network environment. The Program Coordinator should schedule weekly meetings with the department heads to plan for and schedule community activities.

The coordinator is directly responsible to correction officers for the efficient operation of the program. The coordinator should submit a monthly progress report to the Network staff which summarizes the progress of the Network community.

Inmate Trainer

The Inmate Trainer should be an individual who has been actively involved in the Network Program and who has demonstrated by his or her behavior that he/she is capable of providing a role model for other inmates in the program. The Inmate Trainer should be someone who has interest in and an aptitude for training other inmates.

This person would function to lead orientation for new inmates, to train inmates in skills required to lead seminars, community meetings and groups. The Inmate Trainer should work with Network correction officers in designing a training program within the Network environment.

Ideally, the trainer has performed as many of the jobs outlined above as is practical for the time he/she has been in the program. The trainer should at least have a thorough understanding of the jobs. The inmate selected as trainer should demonstrate an interest in and potential for continued growth both personally and in Network and have demonstrated leadership qualities.

Results of Community Jobs:

1. Discipline
2. Maturity
3. Responsibility
4. More productive individuals
5. Enhanced self-worth
6. Enhanced self-esteem
7. Orderly and effectively run housing unit
8. Clean, presentable, quiet, model housing unit
9. Participants cooperate in assignments and developing each others awareness.

PROGRAM PROCEDURES

Group process is used in the Network Program to support the development of an effective social system. Groups are useful because one primary way people learn is by interacting with other people. Individuals participating in groups learn through involvement and feedback.

Several studies of group work agree about benefits gained from participating in groups. Briefly these can be summarized as follows:

1. *Problem Solving:* Participants can work together on tasks, decision-making and problems in living both in prison and in society.

2. *Values Clarification:* Through interaction with staff and peers, participants can clarify their own values and understand basic social values. Participants can explore the meaning of concepts like freedom and responsibility.

3. *Support and Feedback:* Positive behaviors which enable growth can be recognized and supported by peers. Negative behaviors can be confronted. Groups provide a setting to demonstrate how a person stimulates, bores, clowns, aggravates, etc. Participants can give feedback to each other about the effects behaviors have on them. Feedback from several people about the same behavior can offset possible denial by the recipient.

4. *Social Action:* People can learn to become responsible for their lives, to take action in the community in ways which lead to effective change.

5. *Planning:* Individuals can learn to prevent or avoid problem situations and create positive situations by exploring possible events which might occur and choices open to them.

6. *Communication and Community:* Individuals learn how to speak to others in order to be understood. They also learn how to get along with other people in groups. Sometimes people feel alone or alienated from others because they feel that they are the only ones to experience certain emotions or situations. Groups allow people to see their commonality, to see themselves both like others and yet still individuals.

Feedback

All group and individual sessions should be followed by a staff feedback session. Staff should evaluate the group process in terms of participation, influence, decision-making, goals, group atmosphere, feelings and norms. Staff should evaluate their own performance in those categories as well. The article by Phillip Hanson provided to staff during the initial training, *"What to Look for in Groups,"* contains a series of questions which will help to focus the feedback session.

When inmates are used as co-leaders in groups, they should also participate in the staff feedback sessions as a part of their ongoing training.

Group Process

The following group methods illustrate the types of groups used in the Network Program and suggest procedures for running these groups.

Support groups should be regularly scheduled in addition to the special groups listed here. Supportive groups can focus on topics or on particular areas of interest of individuals. Several topics appropriate for support groups are suggested in the text The Elements of Short-Term Counseling in the the Chapter on "Content of the Session". In general, support groups allow members the opportunity to share feelings and ideas with each other and to demonstrate their willingness to be actively involved with community members.

Orientation Groups

All inmate participants are responsible for the orientation of new members and may be assigned particular areas to cover by a committee responsible for planning the orientation program. Depending on the size of the program, a selected number of inmates should be responsible for planning orientation sessions and seeing that a new member is thoroughly familiar with the program.

Members who have been involved in the program should discuss program expectations, rules, process and procedures with new members. The Network philosophy and concepts should be explained by several participants in groups to be sure that all points are covered and as a check and balance system for clarity.

Both the new and older participants should discuss their goals for participation in Network. The orientation sessions can serve as reminders for older members while they are clarifying the process for new members. It is a useful review and should involve as many people as possible at various times, using a small group format.

The purpose of the orientation is to provide information, build trust and confidence among members, to affirm the commitment of all members to an intentional lifestyle and to provide a structural format for introducing new members to the process of Network. The orientation committee should take responsibility to be sure that concepts are clear and to establish a supportive system for involving new members in activities. Questions should be encouraged and review sessions used throughout the process.

Although the committee is responsible for planning and scheduling orientation sessions, they are not solely responsible for all of the information-sharing. They should seek to involve all members at some time during the first month of a new member's entry into the program.

New participants contribute to the growth of the program by a fresh approach to things which older members may be taking for granted. By inviting questions, older members benefit from having assumptions challenged and updated.

Community Meeting

The community meeting is a daily meeting designed to develop and support a sense of family among members and to provide a link between yesterday, today and tomorrow. Members can identify issues in living as a community, confront behaviors which are harmful to individuals or the community as a whole, and plan and schedule activities.

The community meeting focuses on individual responsibility to self and others. The process allows members to confront themselves and to be confronted by peers with the effects of their behavior on others. Members of Network are expected to act responsibly, to be conscious in the world rather than careless and forgetful.

The community meeting should be scheduled for about 30 to 45 minutes per day. It has a format which sets an intentional tone to the process and establishes a formal structure for dealing with community issues. Chairs are placed in rows, facing the leader. Members raise their hands to be recognized by the leader and stand to speak to the group. The following outlines the format for community meeting:

1. *General Spirit:* This is a brief check by the leader to see how people are feeling and what the mood of the community is.

2. *Re-affirm Purpose of Program:* After the leader greets the community and is greeted by them, he/she calls on a member to read the philosophy of the program in front of the group. Members should add personal statements expressing what the philosophy means to them. Reading the philosophy should be a privilege awarded to participants who have made excellent progress or who most represent the spirit of the program.

3. *Regressions:* These are personal statements by members of their own behaviors which they recognize as negative and needing change. They are agreements with the community that the individual wants support for making changes. By allowing members the opportunity to take responsibility for negative behaviors, we encourage the development of a healthy critical self-consciousness and awareness. Misbehavior reports received should also be reported to the community at this time. Other members should confront the negative attitudes demonstrated by the behaviors through teaching statements.

4. *Pull-ups:* The term pull-up is used to focus on the community commitment to raising levels of awareness about personal habits and care of the environment. Pull-ups are statements of concern about negative attitudes as they are demonstrated through careless behaviors. Members of the Network Program demonstrate their commitment to maintain a healthy community by confronting those behaviors and attitudes which undermine the strength of the community.

Nothing is too small to confront. By practicing little awarenesses, members become more conscious and are more likely to practice self-discipline in other areas.

Members who notice evidence of irresponsibility should write their pull-up in the book kept for this purpose. The member or members leading the meeting should review the pull-up book prior to the meeting and ask those who have listed pull-ups to state what attitudes they are confronting and the purpose of bringing the pull-up to community meeting. To avoid nit-picking or personal issues that should be handled in a confrontation group, the leader is responsible to be sure that the larger community can benefit from focusing on the attitude through intentional teaching statements by members.

Pull-ups accepted by the leader are handled in community meeting by having the member who brought it state the concern about irresponsibility and ask those who have been irresponsible to stand and be confronted by other members. Pull-ups should be general rather than naming specific individuals. By leaving pull-ups open-ended each member practices self-responsibility by standing and owning his/her action and inviting peers to help by confronting that behavior. More than one person may also be involved in the negative attitude. For example, although only one person may have done a particular behavior on a given day (i.e., left bathroom sloppy), others may have been careless about the living area at other times. Pull-ups are concerned with the attitude of sloppiness or carelessness rather than the behavior. This concept needs constant reinforcing to avoid justifying or excuses from participants.

Pull-ups should be followed by a teaching statement from those members who have demonstrated responsibility in the community. The teaching statement should focus on the negative attitude rather than the specific behavior.

Each pull-up is handled separately. Everyone stands throughout the time the pull-up in which they are involved is being dealt with and sits when the leader is ready to move on.

When negative attitudes are repetitive, members should be referred to the Learning Experience Committee for a more specific homework assignment.

5. *Progress Reports:* After pull-ups have been dealt with, the leader should ask members to report on any progress in homework assignments or learning experiences which may have been assigned by the Learning Experience Committee. Members should also report other progress in school or work programs, furloughs earned, or other accomplishments. Birthdays and other events for celebration should be announced at this time.

6. *Announcements:* The daily schedule, assignments, and other business should be handled at this time.

7. *Closing:* Community meetings should generally end on an up-beat note with a teaching theme for the day or week and a song, an intentional group ritual, a joke or skit or whatever is appropriate for the issues being addressed by the community meeting. Closings are also used to teach a "word" for the day. Definitions of the word and an example of its use in a sentence should follow. The purpose of the closing is to motivate the team spirit of the community to focus on a particular area of community living. Both the theme and the word should be written out on a blackboard or chart and kept up until the next meeting as a reminder of the focus. Themes can be prepared as posters to remind members of the purpose of the community.

   There will be times in the community when commitment needs reinforcing. When staff or participants notice that attitudes and behaviors are regressing, the theme and the motivation need to focus on "cleaning house". All participants will need to redouble efforts to bring the community back to an intentional focus. In this situation some type of total community work project is useful to get people working and talking together.

Learning Experience Committee

The Learning Experience Committee meets when participants have been involved in repeated negative behaviors and have not chosen to correct the behavior voluntarily. Learning experiences are continual reminders for the individuals who receive them, and for the community as a whole, of the need for change from bad habits to useful ones.

The committee is usually composed of the Network Administrator and at least one other staff member and a manageable number of participants for the size of the program. In some facilities only the Inmate Coordinator and Department Heads sit on the committee with staff, in others the committee is designated by staff and the inmate leaders. Either or both systems can be used depending on the particular problem at issue. No inmate participant is exempt from a learning experience. Status as a Department Head or Coordinator does not mean that the individual is not confronted.

Learning experiences can be given to an individual or in some cases to the entire community when a negative attitude is generally prevalent among most or all participants. The learning experience can be a physical task related to the behavior (i.e., written or work assignment, carrying or wearing a symbolic reminder) or it might be a process (i.e., socializing with others, changing a habit, a lowering of status, etc.). In some communities where participants appear to have forgotten their purpose for being in the program, "Sharing and Caring" weeks are "time-outs" from the routine of recreation, t.v., or whatever habits people have slipped into and the focus is on group work projects and support groups which meet daily.

The learning experience should provide a process for learning a new, growth-producing habit and should serve as a means of making the negative habit uncomfortable. Sometimes exaggerating a negative serves as a reminder of the absurdity of a self-defeating image. The committee is encouraged to use their collective creativity in developing useful learning experiences. In no case should inmates wear or carry reminder symbols outside of the Network living unit.

Learning experiences are demonstrations of the concern for, and commitment to, the positive development of individuals in the program. They are not punishments. They are time limited, and the individuals receiving a learning experience should be told when to report back to the committee for a progress review. When the committee is satisfied that positive change has occurred, they can remove the learning experience.

Three-Part Meeting

This type of meeting should be planned on a weekly basis and is a structured format designed to reinforce the basic self-worth of individuals. The Network Program was established to facilitate positive growth in participants. The Three-Part Meeting asks members to affirm their growth and the special gifts which make them unique.

Three-Part Meetings are run as support groups, with members seated in a circle facing each other. Although there is a structure to the flow of the meeting, it should not be run like the more business-like approach of Community Meetings.

1. *Self-Affirmation*: In spite of a kind of tough front which many offenders use to hide behind, most have negative attitudes about themselves which support a failure system. In the opening of this meeting, members are asked to report their positive qualities or behaviors to other members, to begin to develop a sense of true pride about themselves. Each participant begins this troup with a statement of self-affirmation.

2. *Concerns*: After members have shared strengths, then some or all members can focus on any problems or concerns which they are experiencing. Members should be encouraged to think through problems with peers to seek solutions.

3. *Future Direction*: As with the Community Meeting, the Three-Part Meeting should end on a positive note, whenever possible, with members briefly summarizing the action they plan to take to work for solutions to their problems. Members who have set action plans for themselves should report their progress to other members at this time.

Confrontation Groups

Confrontation groups are used to deal with negative attitudes or behaviors displayed by participants. One purpose of this type of group is to help participants get clear perspectives on how negative approaches prevent them from being successful in their lives. A second purpose is to support positive alternatives to dealing with similar stressful situations. Confrontation is only useful in the context of a caring community. Without support and concern, confrontation is useless and feels like a hostile attack. Staff and participants should watch for scapegoating, personal vendettas and grandstanding by members who want to show off. Members who participate in confrontation groups together should also be involved in other projects or social activities together.

Until correction officers are sufficiently trained in this type of group, a Network Administrator must be present during all confrontation groups. Inmates experienced in the process should co-lead these groups with the following cautions in mind. The confrontation style used in the Network Program should not be confused with the "attack" groups popularized by interpretations of some drug treatment programs. Participants may come into Network having experienced another type of confrontation process and will quite naturally attempt to "run" their own version of a process learned before. While useful in the context of certain settings, it is not the process followed in the Network Program. Much is lost in the translation of some encounter methods and participants who get caught up in old processes from other settings are busy rehashing a past process rather than responding in the here and now.

The first definition of confront is "to come face to face with". The purpose of confrontation groups in Network is to use the resources of participants to point out the effects of behavior on others, to examine their feelings of personal self-worth, and to notice the erosion of self-esteem caused by negative acting out.

Confrontation groups are used to provide a setting for resolving misunderstandings or anger between members. It is also used to point out negative images or "fronts" used by members to hide behind or intimidate others. The assumption underlying confrontation of images is that it is the image, not the person, which is the problem. Patterns of behavior which are self-defeating are confronted in these groups.

Participants who want to confront specific individuals should drop slips in the box provided for that purpose, to be sure that they are assigned to a group with that person. Everyone should participate in the process on a regular basis as a way of learning new patterns of thinking, feeling and behaving.

The group process used follows the general format outlined below:

1. *Statement of Contract:* The staff or inmate leader reviews the ground rules of the confrontation process with all participants which include: 1. length of the group; 2. commitment from everyone to stay in the group throughout the process (no one leaves early or comes late); 3. everyone remains seated, no touching during confrontation; 4. everything that goes on in the group stays in the group, although outside information can be brought into the group, nothing gets discussed outside of the group; 5. rationale for confrontation (as outlined above); 6. brief overview of the process; 7. no violence or threats of violence; 8. agreement from all members to abide by the rules.

2. *Confrontation:* Members who have dropped slips deal with those problems first, other members provide support for the confrontation. Leaders need to watch for "rescuing" of one member by another. In the Network community, the expectation is that members can think, feel and act for themselves and do not need others to justify or excuse their behaviors. Excuses, reasons or other justifications of self-defeating behaviors need to be challenged. Members are involved in a growth and change process, not in continuing to repeat old patterns which keep them from being effective.

   The confrontation group should focus on the process of the group itself. In general, people tend to repeat in the group the same behaviors which have created problems for them outside of groups. Avoid getting bogged down in specifics of behaviors and focus on patterns which are negative. The object of the process is for the individual being confronted to identify new ways of dealing with daily life stresses.

3. *Wrap-Up:* In this part of the process individuals make statements of learning including behaviors they will be practicing as a result of the learning. After statements of learning, all participants should identify any negative feelings generated as a result of the process and make statements about them so that they can leave the bad feelings in the group. Finally, members should take the time to affirm the positive things they observed in others, particularly in those whom they confronted.

Seminars

Seminars are designed to be led by staff or inmates and are intended to support good study habits and presentation skills. Seminars should be geared to the interests of the members. Individuals with skills in particular areas should be asked to teach other members, both to learn new skills in presenting themselves to others and to broaden the interests and ideas of other members.

Seminars should be scheduled as frequently as possible and should include but not be limited to: current events, debates, art and music, law, awareness of cultures and ethnic groups, history, sociology, psychology, literature and life skills.

All facilities must include regular seminars dealing with job-related topics. Individuals may be invited in to make presentations and answer questions about their particular occupations. Sessions can be held on interviewing techniques, applying for jobs and job skills, etc.

These programs should be planned as specific, individual events or they may be ongoing courses for topics which require greater detail and development. Seminars may be geared to discussion or they may be experiential sessions where participants learn a particular skill. Resource development and research skills will be practiced as individuals prepare material for presentation and arrange for any necessary supplies and materials. Lesson plans should be kept on all presentations.

This component of the program is designed to facilitate communication, decision-making, critical thinking abilities and skill development. Participants should be involved in questioning or amplifying topic areas and in practicing new skills.

In all the facilities, time scheduled for seminars may be used to conduct the ten-week Adkins Life Skills sessions.

The Thresholds decision-making program should be included as a part of the weekly schedule in all Network programs. The Thresholds manual is available as a curriculum guide and is a keystone of the Network philosophy. Thresholds teaches in a structured format, the concepts of the lifestyle practiced in Network. The interface between the two strengthens and enriches both programs. All staff receive training in Thresholds methods as a part of the Network training.

Where trained volunteers are available, the New Directions Program should also be included as an ongoing life skills seminar. New Directions is an outgrowth of the Thresholds model and affords another perspective on successful living.

STAFF DUTY DESCRIPTIONS

The Network Program operates as an integral part of the correctional system, drawing upon the existing Department of Correctional Services staff resources to operationalize the program with participating facilities. Division of Parole staff have been asked to develop the community follow-up phase with Department of Correctional Services staff.

The Department of Correctional Services is responsible for decisions relative to security and facility management within the Network Program.

All Network staff are specially trained to be conscious role models for inmates in the program. Staff members participating in the program model an intentional life-style, paying attention to punctuality, attendance, responsibility in performance of duties and personal growth.

Staff members working in the Network Program are committed to keep abreast of current trends in corrections, treatment of offenders and approaches to group work. They also apply themselves to improvement or refinement of their skills in working with people. They take advantage of staff meetings as opportunities for peer evaluation and feedback.

In the past, several years of work with both the New York and Vermont corrections systems staff who work in Network and Vanguard, have demonstrated a high level of integrity and commitment and have produced extraordinary results. While many of the methods used in Network are based on accelerated learning techniques and therefore are not traditional methods, staff have been enthusiastic in learning and applying the principles and methods and have been remarkably flexible in integrating these approaches in their specific roles in the Network Program.

Program Director

The Program Director is responsible for the planning, coordination and management of the training and evaluation component of the program. This person should have administrative and technical experience in planning, in training of correctional personnel and in evaluation of correctional programs and facilities.

Minimum Qualifications

1. Familiarity with the research in the field so that applicable results can be integrated into the Network design.

2. Must possess training in a related field having to do with human services, education, psychology or management.

3. Five years supervisory experience in progressively more responsible positions. Management of budgets or federal grants is recommended.

4. Experience in organizational planning and staff development.

Knowledge, Skills and Abilities

The Network Program Director should have knowledge of the sociological, psychological, political and economic factors of incarceration; the concepts of ego-psychology; normal and abnormal development, the major theoretical approaches and techniques to working with groups; dynamics of human behavior and management and supervisory techniques.

This person must also be familiar with the role of the Department Of Correctional Services, the Commission Of Correction, the Division of Parole and the operation of these agencies in the state correctional system.

Tasks and Responsibilities

1. Coordination of program activities, preparation of comprehensive reports relative to staff and participant performance. Coordination of all program activities with the Central Office staff of the Department Of Correctional Services, facility administrators, Division of Parole, the sub-contractors, the Division of Criminal Justice Services and the State Review Unit of the Commission Of Correction.

A. Consults with Department representatives and outside agency experts to determine possible implementation of new programs into Network lifestyle.

B. Prepares written program with goals and training needs for use by the Lieutenant in implementing the program at selected facilities.

C. Determines with Lieutenant and the Assistant Commissioner which programs are implemented at which facilities.

2. Data Collection:

A. The Security Coordinator and Network Administrators are responsible for submitting monthly reports to the Program Director relative to staff and inmate involvement in the program. The Program Director must synthesize this data to assess the program's progress and to recommend improvements.

B. Interpretation of data collected by program evaluators.

3. Interpretation and resolution of organizational problems in cooperation with facility administrators and the Central Office staff for the Department Of Correctional Services.

4. Plans, directs and provides training in Network goals and methods:

A. Provides orientation training to Correction Officers, Counselors, Supervisors and field and institutional Parole Officers quarterly.

B. Develops or approves all training curriculum.

C. Conducts or approves ongoing inservice training by visiting each facility where program exists on a periodic basis.

D. Selects and supervises consultants involved in training or curriculum development.

E. Arranges scheduling for all introductory training programs.

F. Writes or selects training manuals for established curriculum.

G. Trains Network Administrators in training methods for their use in inservice training for staff and inmates.

5. Dissemination of information about project goals and activities to the Department Of Correctional Services, the Commission Of Correction, the Division of Parole and the Division of Criminal Justice Services. Providing Public Relations services for the program.

   A. Speaks to community, business or education groups on request to explain the Network Program.

   B. Provides promotion work and information-sharing with interested organizations, such as, Women's Divison of Governor's Office, Division of Alcoholism, etc.

   C. Meets with media staff as required to provide program information.

6. Preparation of federal grant proposals.

   A. Assigns the statistical clerk to provide necessary statistics and program data.

   B. Reviews monthly reports from the Lieutenant to determine program needs.

   C. Determines staff and material requirements, reviews against past budgets for the program and prepares a narrative request for funding.

   D. Prepares quarterly and annual reports regarding Network Program progress for the agency, federal government, Commission Of Correction and Department Of Labor.

   E. May meet with federal agency representatives as required.

7. Supervises subordinate staff.

   A. With Research Unit, prepares overall program evaluation.

   B. Reviews Research Unit's data and make recommendations for changes as required.

   C. Meets with Security Coordinator to review program functioning and assist in reaching solutions to problems.

   D. Reviews Security Coordinator's monthly reports and recommends program improvements as appropriate.

   E. As a result of regular facility visits, directs the Security Coordinator to take certain steps to improve a program or solve a problem.

   F. Supervises Senior Steno advising on priority work and providing overall direction and training as required.

Security Coordinator

The Security Coordinator functions as a liaison between the Project Manager and facility Superintendent and staff. This individual is responsible for supervising implementation and the overall operation of the Network Program within correctional facilities.

Minimum Qualifications

1. Experience in a position of supervisory responsibility within the correctional system.

2. Demonstrated reliability in attendance and attention to duties.

3. Demonstrated ability to direct and supervise subordinate staff.

4. Experience or training in group management.

Knowledge, Skills and Abilities

The Network Security Coordinator should have knowledge of: security procedures of the correctional system across all levels of security; supervisory and management skills; basic concepts of group dynamics and human behavior and the effects of incarceration upon behavior.

Tasks and Responsibilities

The Security Coordinator is responsible for the coordination of program operation among all of the facilities where Network operates. Specific duties required by this function include:

1. Coordination with the Program Director, the Superintendent and Deputy Superintendent within each correctional facility, and other appropriate administrative staff as designated by the Superintendent.

   A. Visits each facility where program exists on a regularly scheduled basis.

   B. Meets with security staff, Captain and all Correction Officers involved in the Network Program to solve any existing program and security problems, approve activity schedules, and monitor movement of inmates in and out of the program.

2. Attends security supervisory staff meetings as scheduled to facilitate implementation of the Network Program.

   A. Meets with security supervising staff to address their concerns regarding the Network Program.

   B. Attempts to solve individual facility problems in security areas

   C. Provides orientation and training as required

   D. Ensures that program security procedures function to support the Network environment within facility security guidelines

3. Supervises Network Program Administrators at each facility.

   A. Evaluates their performance and effect of the program

   B. Assures they are meeting goals of the program and staying within facility procedures

   C. Clarifies regulations and procedures of the Department to staff as required

   D. Coordinates assignments of the officers in the program with the Sergeant who is supervising the Program

   E. Conducts regular staff meetings with Network Administrators to coordinate program activities and discuss concerns regarding Program effectiveness

   F. Provides training as needed in Department security procedures

4. Development of reports, program operations and progress to be submitted to the Project Director on a monthly basis.

   A. Determines number of staff and inmate participants

   B. Assesses the types of activities

   C. Defines problems and areas of concern

5. Serves as a Public Relations representative.

   A. Speaks to community groups as requested

   B. Meets with media staff in matters relating to Network Program.

Network Administrators

The Network Program Administrators are responsible for inservice training of Correction Officers and Security Managers in implementing skills, program philosophy, methods and procedures. They should be prepared to demonstrate and teach group work skills, seminar management and presentation, interviewing techniques, skills for handling individual problem-solving sessions and confrontation techniques.

These individuals are employees of the Network Program, directly supervised by the Security Coordinator for the Network Program, and responsible to report on the progress of the Network Program to the Coordinator on a weekly basis. When working in the correctional facility on Network Program activities, they should also report to the facility Security Manager (Sergeant). They function as a staff trainer in planning for and tailoring the Network Program to work within each facility's structure.

Minimum Qualifications

1. Four years of direct responsibility for clients in a secure community setting or for ex-offenders discharged from such a facility. This experience must have included or been supplemented by a minimum of one year of group work with these populations.

2. An Associate's Degree, or 60 college credits, may be substituted for up to two years of the required client contact experience. No substitution will be accepted for the required group work experience.

Tasks and Responsibilities

1. Maintains facility records regarding the program for submission monthly to the Lieutenant who coordinates the program.

   A. Maintains data on inmates on or near parole.

   B. Prepares narrative reports as required to indicate progress and/or special problems needing attention.

   C. Keeps records of officers involved in the program.

   D. Keeps statistical records of numbers of participants, activities, etc. for use by the Statistics Clerk in Central Office.

2. Evaluates progress of inmate participants.

   A. Observes the individual inmates and completes a Participant Worksheet for each (see Appendix).

   B. Makes recommendations for changes regarding the program plan as a result of the evaluation.

   C. Plans program courses involving specific concepts in treatment of offenders and involvement of family in the training program as appropriate.

3. Meets with all program staff weekly to maintain administration goals.

   A. Discuss any problems in the program and suggests solutions.

   B. Determines those inmates to be admitted to the program.

   C. Any changes in individual programs are discussed and implemented as needed.

   D. Decisions are made regarding dismissal or release of inmates from the program.

   E. Determines if security needs are being met.

   F. Coordinates staff assignments and recommends security staff assigrment to the Sergeant supervising the program.

4. Responsible for Public Relations as related to the Network Program.

   A. Addresses community groups as requested.

   B. Meets with media representatives as necessary.

Network Security Manager

This individual will be the person designated by the Superintendent as the Security Manager of each facility Network Program. This individual must be a person in whom the facility administrators have full confidence in order to facilitate the functioning of the Program without disrupting ongoing institutional management.

Preference should be given to individuals who have had direct contact with inmates as well as supervisory experience.

Minimum Qualifications:

1. Experience in a position of supervisory responsibility within the institution.

2. Demonstrated reliability in attendance and attention to duties.

3. Demonstrated ability to direct and supervise subordinate staff.

4. Experience or training in group and/or individual counseling skills.

5. High degree of interest in training of staff and a willingness to perform as a trainer in the Network Program.

Knowledge, Skills and Abilities:

The Network Security Manager should have knowledge of: security procedures of the local facility and other levels of security; basic concepts of the dynamics of human behavior; and the sociological, psychological, political and economic factors of incarceration.

Tasks and Responsibilities:

1. The key function of the Security Manager is to maintain a liaison with facility administration. Ongoing smooth communication is essential to the proper functioning of Network and the total institution. Specific duties required by this function include:

   - coordination with the Superintendent of the facility, the Network Administrator, the Deputy Superintendents for Security and Programs and other appropriate administrative staff as designated by the Superintendent.

- attending any administrative staff meetings as required by the Superintendent, Deputy Superintendents, Captain and Watch Commanders

2. Performing administrative functions as necessary to maintain the Program within the facility includes:

   - in cooperation with the Chart Office, sees that Network trained officers are assigned to the Network housing unit

   - evaluating performance of Network correctional staff

   - participates in regular staff meetings with correction officers to coordinate program activities among all shifts, communicate plans, concerns and observations about program effectiveness

   - requesting investigations of any rule violations as deemed necessary within the institution or as outlined by the Policy and Procedure Manual or Rule Book.

3. Supervision of the daily operations of the Program includes:

   - responsibility for custody, security and safety in the operation of the Program

4. Participation in the creation of the environment includes:

   - clarifying regulations and procedures relating to staff and inmates

   - seeing that daily fire and safety inspections are conducted in all living and Program areas through regular facility procedures

   - assisting staff in planning and implementing Network Program activities

Correction Officers

The officers will apply for these positions by submitting their names to the Training Advisory Committee and must be willing to carry out the responsibilities defined below. Only some of these duties will be required on a daily basis. The amplification of duties is intended to provide an overview of all of the various tasks which will need to be performed by correctional staff throughout their participation in Network.

Consideration should be given to the applicant's total commitment to the program, to his or her motivation for learning Network skills and ability to succeed in the training.

Minimum Qualifications

1. Should not expect to transfer in the immediate future.

2. Demonstrated reliability in attendance and attention to duties.

3. Demonstrated ability to gain the respect of inmates.

4. High degree of interest in training and a willingness to be utilized as a trainer in Network methods when the training is completed.

Knowledge, Skills and Abilities

The Network Correction Officer staff should understand basic concepts of human development and psychology. Although an individual's knowledge, skills and abilities in counseling areas may not be fully developed initially, the officer must be willing to commit himself to developing group and individual intervention skills in the training program. The Correction Officer must be fully knowledgeable of security procedures and practices within the facility.

Tasks and Responsibilities

As with the Security Manager, the Correction Officer staff will be responsible for maintaining open communication with other officer staff in the institution so that the institution is not disrupted by the Network Program and to facilitate the functioning of the Network unit. All of the functions of the Correction Officer staff will be coordinated through the Security Manager.

1. Participating in the development of the total learning environment and leading or participating in groups and seminars includes:

   - maintaining the safety and security of the program area

- accepting responsibility for the learning environment

- participating in regular community meetings with the Security Manager, other staff, inmates and training consultants to plan program activities, resolve problems and discuss community business

- conducting groups, seminars and meetings as assigned by the Network Administrator

2. Maintaining a liaison with other facility security staff includes:

   - participating in or leading orientation and training sessions for interested correctional personnel in Network goals, methods and procedures

3. Supervising inmate participants and evaluating participant performance includes:

   - supervising inmate activities

   - making notations in the log relative to participants and program activities

   - summarizing log notations in periodic reports to the Security Manager.

4. Participating in screening new participants and assisting in developing total program plans with participants includes:

   - conducting individual interviews with participant candidates to explain the goals and methods of the Network environment and to assist the participant candidate in developing the learning and participation contract

   - conducting screening groups with new participants and program residents

   - periodically reviewing contracts with participants to determine necessary revisions or expansion and goals achieved

Correction Counselors

Correction Counselors assigned to facilities are responsible to provide supervision and guidance to assigned caseloads of inmates. In some cases, counselors are also assigned work with special programs such as the Media Review Committee, Temporary Release Committee, Inmate Liaison Committee and others as designated within the facility. One function designated for Counselors in facilities using the Community Concept is identified as:

Organizes and conducts group counseling sessions and community meetings.

Tasks within that function include:

1. Conducts group counseling services for selected inmates.

   A. Reviews the case history of inmates interested in becoming part of a group.

   B. Determines those inmates whose psychological profiles are best suited to group counseling.

   C. Arranges for the placement of suitable inmates within the group.

   D. Acts as a group leader in establishing certain guidelines within which the group functions and ensures that these guidelines are adhered to.

   E. Acts as a catalyst encouraging inmates within the group to participate, and through group interaction, to solve their psychological and adjustment problems.

2. Participates in, or leads, facility community meetings.

   A. Meets regularly with all staff and inmates to discuss pertinent issues.

   B. Discusses departmental regulations affecting the inmate population.

   C. Discusses problems incurred by either the inmates individually or as a group involving personal interactions with members of the staff.

When possible as their schedules permit, counselors are asked to work with the Network Program to assist with the above services.

In facilities where caseload size prohibits counselor involvement on a regular basis, their assistance as resources to the program is requested as time and duties permit.

Parole Officer

Parole officers assist parolees or inmates through a period of adjustment and ensure their compliance with the terms and conditions of parole. Parole officers working with Network will supervise the activities of inmates or parolees in the program and may lead groups when time permits.

Minimum Qualifications

1. Bachelor's Degree in a related field.
2. Successful completion of a two-year traineeship.

Knowledge, Skills and Abilities

Parole officers perform a number of tasks in their regular duties which require other knowledge, skills and abilities. The ones listed here are most related to responsibilities in the Network Program.

1. Working knowledge of all laws, rules, regulations and procedures governing parole activities and investigations.
2. Knowledge of techniques and current trends in working with offenders.
3. Knowledge of community resources, functions and procedures of law enforcement agencies.
4. Ability to communicate orally and to prepare clear, concise case history reports.
5. Ability to assess strengths and weaknesses of clients and evaluate client's progress.
6. Ability to establish a relationship of mutual trust with clients.

Tasks and Responsibilities

A Parole officer who participates in the Network Program would not be adding to the responsibilities described in the Civil Service classification standard, but would perform those duties as an integral part of the Network Re-Entry Program.

Institutional Parole Officers work with inmates while they are incarcerated to prepare them for release. In facilities where there is a Network trained parole officer, that officer will be encouraged to participate in the program as time and duties permit.

Institutional Parole Officers will:

1. Maintain a liaison with other institutional parole officers, working with the Security Manager to plan orientation sessions for parole staff relative to Network goals and objectives.

2. Participate in the development of the learning environment and leading or participating in groups and seminars.

3. Evaluate participant performance and participate in staff meetings to share observations about participants.

4. Participate in the screening process for new inmates, conducting interviews, assisting applicants with the development of their contracts for participation and conducting orientation groups with correction officers.

Field Parole Officers will supervise and direct Network Program activities once offenders are released from the institutions.

The Field Parole Officer will:

1. Orient the parolee to community life and Network Program goals and objectives during re-entry.

2. Visit family members to invite them to participate in regular meetings with the parolee.

3. Conduct orientation sessions for other parole staff about the Network Program.

4. Supervise Network activities.

5. Conduct groups with parolees and with parolees and their families.

Statistical Clerk

1. Prepares report tables from monthly facility reports to maintain statistics on program operations.

   A. Compiles facility reports into general program monthly report.

   B. Computes percentages of participant changes over the month and figures turnover rate by facility.

   C. Computes overall turnover rate in program for use by Director in determining strengths and weaknesses of the program.

   D. Prepares a statistical table of all above data for use of the Research Specialist for use in preparing narrative evaluation for the Director and other Department staff.

2. Prepares a quarterly statistical report to show characteristics of inmate participants, to determine what kinds of participants are attracted at each facility.

   A. Takes Network Program applications and reviews for completeness.

   B. Contacts facility to obtain missing information.

   C. Prepares large tally sheet for posting characteristics data and enters information from the applications.

   D. Adds up data and enters onto a table sheet showing totals.

   E. Figures percentages based on totals and enters into table data.

   F. Figures averages as requested by Research Specialist - such as age, length of time served, etc.

   G. Provides information for annual report.

3. Maintains and updates data source files.

   A. Enters basic information on cards from reviewed and completed applications and alpha files by last name and within facility, active or inactive.

   B. Maintains a separate file for applications, same system.

   C. Reviews program participant worksheets submitted by facilities monthly to assure completeness and will establish a filing system.

4. Maintains data and files on inmate participants near or on parole.

   A. Provides monthly figures and individual data on those participants nearing parole date for use in determining caseloads in New York City Parole Offices.

   B. May establish procedure for follow-up on program participants after leaving the system.

5. Prepares data as required for computer entry.

   A. Reviews data for accuracy.

   B. Enters proper codes on information to be entered in computer.

6. Prepares special reports and tables as required.

   A. As Correction Officers complete training for running the Network Program, compares pre-training and post-training test results to determine effectivensss of training.

   B. Computes percentage of improvement for use in evaluation report.

   C. Compiles data from evaluation of course work by participants for use in program adjustments.

NETWORK PROGRAM ANNOUNCEMENT

The Network Program is a planned environment for self-help and personal growth. Inmates who are selected for the program participate in groups which focus on life skills and strategies for successful living. Groups include: (1) community meetings; (2) seminars in decision-making, communications, job exploration, job readiness and self-awareness; (3) peer group counseling and discussion groups. In addition, the life style in the Network environment is structured to allow participants to practice leadership and cooperative work skills.

The program operates in a housing unit supervised by correction officers and coordinated by a Network Administrator. Inmates participate in structuring the activities of the program under the direction of staff. All participants are eligible to continue with regular facility programs including academic and vocational education, recreation, work assignments, visiting and any other programs available.

All inmates interested in the program are required to complete an application and are interviewed by Network program staff prior to acceptance.

FOR FURTHER INFORMATION CONTACT:

WHERE:

HOW:

NETWORK PROGRAM APPLICATION

DATE _____

FACILITY _____

NAME _____ DEPT. ID # _____
Last First Middle

D.O.B. _____ SS # _____

PAR. ED. DATE _____ C.R. DATE _____ M.E. DATE _____ TEMP. REL. STATUS _____
Mo/Day/Year Mo/Day/Year Mo/Day/Year Mo/Day/Year

EDUCATION: Highest Grade Completed _____ H.S. Diploma ___ yes ___ no College ___ yes ___ no Academic Education _____ Vocational Shop _____

MEDICAL PROBLEMS: ____ Alcohol _____ program ____ Drugs _____ program

____ Medications or Restrictions _____

WORK EXPERIENCE: Liked Most _____ length of employment

Liked Least _____ length of employment

SKILLS & ABILITIES/SPECIAL TRAINING RECEIVED: _____

INTERESTS & HOBBIES: _____

What do you want to work on while you are in the Network Program?

Educational/Vocational Goals: _____

Personal Goals: _____

Behaviors/Attitudes I will work on: _____

I have made the above statements voluntarily without any promises being made as an inducement.

REVIEWED BY: _____ SIGNATURE: _____

NETWORK COMMUNITY RULES

All Network participants are expected to be responsible for the rules of the facility in addition to the rules of the Network Program.

The Cardinal Rules of Network are basic:

1. No violence or threats of violence

2. No drugs or alcohol

Adherence to these primary rules is essential to maintaining a safe environment for growth and change. Members are responsible for their behaviors and attitudes and are expected to be in control of their reactions. Acts or threats of violence and using chemicals do not support self-control and are irresponsible. Violations of these Cardinal Rules result in disciplinary action and removal from Network. All other Network rules are concerned with the quality of participation in the program.

I. Each Network participant is expected to show respect for him or herself, staff, other inmates and the community. To demonstrate that respect members agree to:

   1. Maintain confidentiality about events which occur in the Network community.

      a. Members participate in group sessions and meetings together. In order for people to be willing to risk changing negative patterns, the environment must be safe and supportive of growth. Keep community business in the community.

      b. Security risks are in no circumstances considered confidential and any information about violations of security are to be brought to staff immediately.

   2. Be responsible for maintaining personal cleanliness and the cleanliness of the living areas, furniture and personal belongings.

   3. Be on time for meetings, school, work or other assignments.

   4. Wear appropriate clothing to group meetings.

   5. Use respectful language with staff and peers both in and outside of the community.

II. Each Network member is expected to participate totally in the life of the Network community.

1. Every member must attend daily community meetings.

2. Every member must be involved in a variety of special interest groups including regular facility programs. These groups and programs will be specified in each member's original and ongoing contract.

3. Each member will have a written contract which specifies goals and objectives to be accomplished while working in the Network program. This contract will specify behavior changes as well as a plan for educational, vocational, leisure or other activities. Agreement to this rule is a part of this contract.

4. Each member is expected to participate in regular physical exercise.

5. Individuals are expected to be responsible for work assignments within the community and the facility.

6. Members are expected to use leisure time constructively.

7. Individuals will review their contract agreements with community members on a regular basis and evaluate their progress.

III. Each Network member is expected to be responsible for him/herself and the program.

1. Individuals must accept learning experiences for any irresponsible acts.

2. No passtiming about negative past events.

3. Members agree to be responsible to any rules which the facility or the Network program deems necessary.

NETWORK PROGRAM

COMMUNITY STANDARDS

THE COMMUNITY IS HEALTHY WHEN MEMBERS:

A. SUPPORT OUR PURPOSE, RULES, GOALS AND ACTIVITIES.

B. SPEAK AND ACT SUPPORTIVELY.

C. ACKNOWLEDGE OTHERS, DEMONSTRATE RESPECT, CARE AND CONCERN.

1. Acknowledge whatever is being communicated as true for the speaker at that moment.

D. FULFILL THEIR CONTRACTS AND KEEP THEIR AGREEMENTS.

1. Make only agreements that they are willing and intend to keep.

2. Communicate any potential broken agreement at the first appropriate time.

3. Clear up any broken agreement at the first opportunity.

E. COMMUNICATE ANY PROBLEMS AT THE FIRST APPROPRIATE OPPORTUNITY TO THE PERSON WHO CAN DO SOMETHING ABOUT IT.

F. ARE EFFECTIVE AND EFFICIENT. (OPTIMIZE EVERY EVENT, DO MORE WITH LESS.)

1. Jobs are done with excellence and completed on time.

G. HAVE THE WILLINGNESS TO WIN AND TO ALLOW OTHERS TO WIN. (WIN-WIN)

H. FOCUS ON WHAT WORKS.

I. AGREE TO AGREE, WORK FOR RESOLUTION.

1. When in doubt, check feeling tone.

NETWORK PROGRAM MONTHLY REPORT

DATE: _____ FACILITY: _____

SECTION 2 - APPLICANTS & ORIENTATIONS

Applicants	DIN #	Date Of Applic.	Date Accepted	Reason Not Accepted/Withdrawn	Misbehaviors	Reentry From
1.						
2.						
3.						
4.						
5.						
6.						
7.						
8.						
9.						
10.						
11.						
12.						
13.						
14.						
15.						
16.						
17.						
18.						
19.						
20.						

INMATES ORIENTED: _____ _____ _____ _____ _____ _____

DATES: _____ _____ _____ _____ _____ _____

Reviewed By: _____
Network Administrator

Date: _____

* Re-entry

SECTION 3 - CORRECTION STAFF ACTIVE DURING MONTH

NAME & TITLE	NETWORK JOB ASSIGNMENT	SHIFT ASSIGNMENT	DATES ACTIVE	NETWORK TRAINED
1.				
2.				
3.				
4.				
5.				
6.				
7.				
8.				

# C.O.'s ORIENTED:						
DATES:						
Staff Meeting # PRESENT:						
DATES:						

ACCOMPLISHMENTS:

PROBLEMS/SOLUTIONS:

Network Program

DATE: _____

SECTION 4 - SCHEDULE OF MONTHLY ACTIVITIES

FACILITY: _____

(Number of Participants Daily)

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
Community Meeting																															
Confrontation Groups																															
Three-Part Meeting																															
Support Groups																															
Inmate Interviews																															
Department Meetings																															
SEMINARS a. Decision Making																															
b. Employment Preparation																															
c. Legal Issues																															
d. Self Awareness																															
e. Family Issues																															
f. Education-Tutorial																															
g. _____																															
h. _____																															
i. _____																															
Recreation/ Phys. Ed.																															
Other: a. Eve. Call Outs																															
b. Learning Experience																															
c. _____																															
d. _____																															
e. _____																															

Revised 5/84

NETWORK PROGRAM PARTICIPANT WORKSHEET

Participant's Name _____ # _____ Time in Network _____ Date of Rating _____

Network Administrator _____ Facility _____

	EXC	GOOD	SAT	UNSAT	POOR		EXC	GOOD	SAT	UNSAT	POOR
Participation, involvement in activities	5	4	3	2	1	Personal Appearance, Neatness	5	4	3	2	1
Punctuality	5	4	3	2	1	Cleanliness	5	4	3	2	1
Cooperation	5	4	3	2	1	Courtesy, Respect	5	4	3	2	1
Initiative	5	4	3	2	1	Relationships with Peers	5	4	3	2	1
Accepts Responsibility	5	4	3	2	1	Relationships with Staff	5	4	3	2	1
Quality of Work	5	4	3	2	1	Models appropriate behavior	5	4	3	2	1
Quantity of Work	5	4	3	2	1						
Ability to follow directions	5	4	3	2	1	Confronts others constructively	5	4	3	2	1
Abides by rules, program and facility	5	4	3	2	1	Accepts confrontation	5	4	3	2	1

Misbehavior Reports since Last Review # _____ Comments: _____

_____

Facility Program Participation (check if active and note details where appropriate):

___ ABE ___ Bilingual ___ GED ___ College _____ ___ Literacy Volunteers: ___ student ___ teacher

___ Vocational Shop _____ ___ Other Educational Program _____

___ AA ___ Drug Counseling ___ Other Group Counseling _____

___ Pre Release: ___ Participant ___ Staff ___ Job Assignment _____

___ Joyces ___ ILC Temporary Release Status _____ Other Program _____

Strengths: _____

_____

_____

_____

Areas for Improvement: _____

_____

_____

_____

I have read the above progress review and discussed it with staff. My signature does not necessarily mean that I agree with the rating.

Signed: _____

REVIEWED BY: _____ DATE: _____

NETWORK PROGRAM
PARTICIPANT'S STATEMENT OF GOALS

I have read the review of my progress by the staff of the Network Program and have identified the following four areas to work on during the next quarter.

Goal 1 _____

Work I Will Accomplish _____

_____

_____

_____

Goal 2 _____

Work I Will Accomplish _____

_____

_____

_____

Goal 3 _____

Work I Will Accomplish _____

_____

_____

_____

Goal 4 _____

Work I Will Accomplish _____

_____

_____

_____

Comments, concerns about Worksheet Rating _____

_____

_____

SIGNED _____

NETWORK TRAINING SESSION I
(1/22/79 - 2/2/79)

BEDFORD HILLS:	Lt. Marjorie Burgess
	Sgt. Dorothy Smith
	Deborah Brown, C.O.
	Miriam Espino, C.O.
	Elizabeth White, C.O.
	Barbara Young, C.O.
LINCOLN:	Sgt. Nathaniel Hayes
	Michael Asserson, C.O.
	James Davis, C.O.
	Leroy Richardson, C.O.
MID-ORANGE:	Lt. Dennis Thompson
	Sgt. Richard Edwards
	Edwin Gonzalez, C.O.
	Louis Loiodice, C.O.
	Ronald Perry, C.O.
	Jeff Sarrett, C.O.
	Walter Thomas, C.O.
	Gus Weiford, C.O.
OSSINING:	John Cuomo, C.O.
	William Mack, C.O.
	Elerece Thomas, C.O.
	William Thomas, C.O.
	Anne Burke, T.A.

NETWORK TRAINING SESSION II
(2/5/79 - 2/16/79)

BEDFORD HILLS:	Sgt. Eileen Winters
	Theresa Allen, C.O.
	Regina Brown, C.O.
	Jennette Hayes, C.O.
	Bernadette Smith, C.O.
	Joyce Stephen, C.O.
	Marie Manning, T.A.
LINCOLN:	Sgt. Franklin Leary
	Edward Stewart, C.O.
	Carlton Williams, C.O.
	Dennis Breslin, Couns.
	Orville Harrison, T.A.
MID-ORANGE:	Sgt. John Furman
	Jerry Cerchia, C.O.
	Dennis Laverty, C.O.
	Robert Lleras, C.O.
	Dean Mogan, C.O.
	Michael Rooney, C.O.
	Geri Gentile, T.A.
OSSINING:	Sgt. Earl Jones
	Anthony Clarke, C.O.
	William Edgecombe, C.O.
	Cornelius Love, C.O.
	Ernest Newsum, C.O.
	James Roberts, C.O.
	Douglas Walker, C.O..
	Nathan Williams, C.O.
	John Engbers, Couns.
PAROLE:	Rosalyn Silver

NETWORK TRAINING SESSION III
(3/19/79 - 3/30/79)

BEDFORD HILLS:	Sgt. Marilyn Lynch
	Laverne Bowman, C.O.
	Shirley Ebron, C.O.
	Irene Goshey, C.O.
	Ada Hudson, C.O.
	Kimberley Paige, C.O.
	Barbara Wilson, C.O.
	Gloria Dzyndra, I.P.O.
LINCOLN:	Sgt. Leon Sandman
	James Brown, C.O.
	Rodolfo Greene, C.O.
	William Grissett, C.O.
	Louis Jackson, C.O.
MID-ORANGE:	Sgt. Robert Hanslmaier
	Raymond Benjamin, C.O.
	Eugene Blanton, C.O.
	James Bourne, C.O.
	Hector Burgos, C.O.
	Bernard Critchlow, C.O.
	Godfrey Ford, C.O.
	Charles Palmer, C.O.
	Miguel Ruiz, C.O.
OSSINING:	Lt. Edward Bartlett
	Ronald Douglas, C.O.
	Lynwood Hodges, C.O.
	Davis Jasper, C.O.
	Clifton Murphy, C.O.
	Ronald Peters, C.O.
	William Smith, C.O.
	William Wooten, C.O.
PAROLE:	Vincent Wincelowicz

NETWORK TRAINING SESSION IV
(10/1/79 - 10/12/79)

BEDFORD HILLS:	Judy Simmons, C.O. Shari Williams, C.O.
LINCOLN:	Sgt. Harold Rice Richard Thomas, C.O.
MID-ORANGE:	Lt. James Countryman Frank Alcock, C.O. Frank Benedetto, C.O. Ronald Edwards, C.O. Thomas McCurry, C.O.
OSSINING:	Lt. Jerry Kimble William Jones, C.O. Gerald Wells, C.O.
CENTRAL OFFICE:	Barbara Bennett, P.R.A. III Ron Greene, (Clinton) Psychologist
PAROLE:	Carl Fraracci Ruth Jacobsen Michael Kass Thomas McLoughlin William Scott

NETWORK TRAINING SESSION V
(10/20/80 - 10/31/80)

BAYVIEW:	Vera Palmer, C.O.
BEDFORD HILLS:	Carmen Crawford, C.O. Renee LouAllen, C.O. Alicia Perez, C.O. Carmen Rivera, C.O.
HUDSON:	Sgt. Gary Bartlett Charles Davi, C.O. Daniel Engel, C.O. Kathleen Keane, C.O. Curtis Manley, C.O. Daniel Peterson, C.O. Roy Peterson, C.O. Gloria Meus, Steno
LINCOLN:	Lt. Reuben Jefferson Mabel Fisher, Acting Asst. Director Raymond Hall, C.O. Shirley Saunders, C.O. Henry Thomas, C.O.
MID-ORANGE:	Leonard Black, Deputy Supt. Sgt. Nicholas Moderno Anthony Fusco, C.O. Anthony Gallo, C.O. Luis Nunez, C.O. Henry Reed, C.O.
MT. McGREGOR:	Malcolm Dunn, C.O. Charles Willis, C.O. Sheldon Cohen, Counsel. Mark Kinderman, N.A.
OSSINING:	Robert Aikens, C.O. Nelson Gregg, C.O. Percy Jones, C.O.
OTISVILLE:	Ellen deCharleroy, C.O. James Reilly, C.O.
CENTRAL OFFICE:	Lt. Gerald Sweeney (Fishkill) Wendy Klein, Intern Kathy Scadura, Steno

NETWORK TRAINING SESSION VI
(2/23/81 - 3/6/81)

BEDFORD HILLS:	Sgt. Alan Strong Myrnie Hoanzl, C.O. Sharon Russell, C.O. Jill Tomczak, C.O.
CLINTON:	Lt. Arthur Rabideau C.O. Kenneth Herwerth
DOWNSTATE:	Doris Hervey, Counselor
EASTERN:	Marc Schmeiser, C.O.
FISHKILL:	Lt. Charles Franklin Sgt. John Wolcott Frank Correa, C.O. Leander McCall, C.O.
GREAT MEADOW:	Colin Thompson, C.O.
HUDSON:	Lt. Rodger Doren Sgt. Ronald Haseltine Michael Antrim, C.O. Richard Harding, C.O. John Kalney, C.O. Harold Kenyon, C.O. Arnold Kihlmire, C.O. Gary Mousseau, C.O. Denia Phillips, C.O. Barry Taylor, C.O. Paul Tirado, C.O. Wilda VanOrman, C.O.
LINCOLN:	Ernest Gaddist, C.O.
MID-ORANGE:	Lt. Charles Krom Sgt. Lawrence Smith Nick Kazymirczuk, C.O. Robert Keenan, C.O. Marianne Palmer, C.O. Benjamin Roura, C.O. Eugene Traynor, C.O.
MT. McGREGOR:	Sgt. Richard Maxwell J. Scott DePew, C.O. Samuel Irwin, C.O.
OSSINING:	Diijon Davis, C.O. Edward Howard, C.O. Oscar McDonald, C.O.
DIVISION OF PAROLE:	Mary Ann Jagiello Paulette T. Parfitt

NETWORK TRAINING SESSION VII
(6/15/81 - 6/26/81)

BAYVIEW:	Lt. Fleta Acey
CLINTON:	Sgt. Michael G. Parrott Gary N. Allen, C.O. Russell A. Bigelow, C.O. Frank W. Burtt, C.O. Lee White Dumas, C.O. Morris J. Duquette, C.O. Hugh A. Herron, C.O. Burton S. Merchant, C.O. Juan E. O'Neal, Sr., C.O. Thomas C. Pray, C.O. Richard H. Rock, C.O. Keith A. Shatraw, C.O.
EASTERN:	Sgt. Joseph T. Mitchell Lemmie M. Bradley, III, C.O. Craig C. Case, C.O. Michael Craft, C.O. George F. Miller, Jr., C.O. Robert Joseph Mizerek, C.O.
FISHKILL:	Lt. Clark F. Mosher Lucian J. Gandolfo, C.O. James Pappas, C.O. Patty Riddick, C.O. Joseph Ruda, C.O. Gail S. Thomas, C.O.
HUDSON:	Lt. Robert A. Fucci Paul Almstead, C.O. Robert G. Curtis, C.O. Mark R. Pollock, C.O. Ronald W. Repp, C.O. Oleh Rymar, C.O.
LINCOLN ANNEX:	Mamie Cunningham, C.O.
MID-ORANGE:	Jerry Cerchia, C.O. Paul M. Gibson, C.O. Marie A. Lewis, C.O. Dennis Tillery, C.O.
MOUNT McGREGOR:	Anthony J. DiDonna, C.O. Joseph C. Ihnatolya, C.O. Jerry Nellis, C.O. Susan M. Walajtys, C.O.
OSSINING:	Frederick F. Davis, C.O.
STATE OF VERMONT:	Thomas R. Burke Ken A. Giffin Lawrence K. Stanton Michael L. Stricklin

NETWORK TRAINING SESSION VIII
(1/4/82 - 1/15/82)

ADIRONDACK:	Carol V. Cates, C.O. John C. Dewyea, Jr., C.O. Douglas P. Duquette, C.O.
ALBION:	Ken Edward Guempel, Sr. Couns.
BAYVIEW:	Shirley E. Jefferson, C.O. Gwendolyn V. Vaughn, C.O. Mary Suzanne Goergen, Couns. Bob E. Rice, Volunteer
BEDFORD HILLS:	Andrea M. DeDeaux, C.O.
CLINTON:	Sgt. Stanley M. Rushford William G. Bowen, Jr., C.O. Steven L. Matott, C.O. Edward F. Moore, C.O.
EASTERN:	Sgt. Craig P. Black John B. Calhoun, C.O. Vincent de Paul Nadeau, C.O. Aaron Lee Pomerantz, C.O.
EDGECOMBE:	Sgt. William F. Belin Terrance R. McElroy, C.O.
FISHKILL:	Sgt. Lawrence A. Douglas Theo L. Boyd, C.O. Robert G. Ippoliti, C.O. Barbara A. Phillips, C.O. James Williams, C.O.
HUDSON:	Sgt. John W. Hentschel Benjamin J. Augustine, C.O. George H. Brockley, Jr., C.O. Joseph J. Lisa, C.O.
MID-ORANGE:	Betty K. Mimms, C.O. Samuel Portalatin, C.O. Bruce Edward Washington, C.O.
MT. McGREGOR:	Sgt. Daniel Joseph Casey Gerald E. Frawley, C.O. James E. Proulx, C.O. Gina N. Rabideau, C.O. Wallace H. Thomas, C.O.
STATE OF VERMONT: Chittenden Community Center:	John F. Cannon Kathy A. Searles
Rutland Community Center:	George Sakia Cook Anthony M. Graziano John G. Mackin, Jr. Stewart K. Robinson

NETWORK TRAINING SESSION IX
(3/1/82 - 3/12/82)

ADIRONDACK:	David A. Goff, C.O. Paul M. Gonyea, C.O. Loweyl T. Willette, C.O.
BAYVIEW:	Lucille H. McPhatter, C.O. Juanita W. Tyler, C.O.
BEDFORD HILLS:	Andrew Jackson, C.O. James H. Johnson, C.O.
CAMP MONTEREY:	Sandra Cummings, Couns. Aide
CAMP PHARSALIA:	Gayle A. Hull, Couns. Aide
CLINTON:	Sgt. Robert J. Tyrell
EASTERN:	Johann Bukovinsky, C.O. Angelo L. Caban, C.O. Susan M. DuVal, C.O. Roscoe H. Simmons, C.O.
FISHKILL:	Sgt. Paul W. Annetts Wendell B. Barnwell, C.O. Yvonne A. Cuffey, C.O. Cindy Marie Trimble, C.O. Felix Vallejo, C.O. Louis A. Serra, Couns.
HUDSON:	Leslie M. Holloway, Program Coord. Sgt. James A. Nellis William Austin, C.O. Robert W. D'Amato, C.O. John Moore, C.O. Antoni Shumylo, C.O.
MID-ORANGE:	Marvin H. Colegrove, C.O. Benjamin Garcia, C.O. Willie Giles, C.O. John R. Power, C.O. Frances C. Shell, C.O.
MT. McGREGOR:	Kenneth J. Yearsley, C.O.
OSSINING:	Robert M. Billy, C.O. John C. DeVeaux, C.O.
STATE OF VERMONT:	
Chittenden Community Center:	John H. Armstrong
Rutland Community Center	Robert J. Wallett
St. Johnsbury Community Cntr:	Thomas A. Hunter David J. Murray Stephen J. Pacholek Edward J. White

NETWORK TRAINING SESSION X
(6/14/82 - 6/25/82)

ARTHURKILL:	Patricia Novinski, Counselor
BAYVIEW:	Sarah Stapleton, C.O.
BEDFORD HILLS:	Bernard Dixon, C.O. Karen Sullivan, Counselor
CAMP MONTEREY:	Sgt. Kenneth Schwab Paul Fox, C.O. R. Philip Johnson, C.O. Robert Soule, C.O.
CAMP PHARSALIA:	Sgt. Arthur Brown William Kane, Jr., C.O. Morris Raphael, Counselor
DOWNSTATE:	Melvin Mitchell, C.O. Albert Overbey, C.O. Frank Tucker, C.O.
EASTERN:	Sgt. Henry George Grant McKenna, C.O. Diana R. Oliver, C.O.
FISHKILL:	Lt. Anthony Acosta Paula Bamond, C.O. Virginia Roddy, C.O.
HUDSON:	Richard E. Bitel, C.O. F. H. Blagbrough, C.O. William McNamara, C.O.
MID-ORANGE:	Lt. Lachlan Tomson Steven Begni, C.O. Gregory Giudice, C.O. Haywood Jennings, C.O. Jewel Johnson, C.O.
WATERTOWN:	Lt. Clayton D. Merritt
STATE OF VERMONT St. Albans Correction Cntr:	Bradford Hammond, Case Worker Ambrose James Pacquin, C.O. Kevin Robtoy, C.O.
St. Johnsbury Correction Cntr:	Raymond Gadreault, C.O. Celeste M. Girrell, Case Worker

NETWORK TRAINING SESSION XI
(9/13/82 - 9/24/82)

CAMP MONTEREY:	Joseph M. Latin, C.O. Michael Polakow, C.O. Philip Simiele, C.O.
CAMP PHARSALIA:	David M. Cappadonia, C.O. John C. Finch, C.O.
CLINTON:	Mary Bogan, Counselor
EASTERN:	Bernard Antal, C.O. Michael C. Gallo, Jr., C.O.
FISHKILL:	Christopher Amarena, C.O. George Jennings, C.O. Arthur Reischer, C.O.
HUDSON:	Thomas LaVeglia, C.O. Robert Slocum, C.O.
MID-ORANGE:	Sgt. James B. Gustin
MT. McGREGOR:	Sgt. William E. Hicks Joseph J. Bessmer, C.O. John J. Casey, C.O. James Michael Day, C.O. Joseph E. Powers, C.O. William J. Yasment, C.O.
OSSINING:	Brenda L. Nelson, C.O.
WATERTOWN:	Brian Robert Kohlhagen, C.O.
ONONDAGA DOCS:	Dorothy A. Litwiler
HVCC:	Craig Brott
STATE OF VERMONT: Chittenden CCC:	Robert W. Pelton, C.O.
St. Johnsbury CCC:	Paul Langevin, C.O. Nelson C. Read, C.O.

NETWORK TRAINING SESSION XII
(11/8/82 - 11/19/82)

BAYVIEW:	Johnella A. Hill, C.O.
BEDFORD HILLS:	Sgt. Thomas R. Coleman Earl James Brice, C.O. Marion J. James, C.O.
CLINTON:	Carl Ashline, C.O. Jeff A. Bull, C.O. Peter C. Frederick, C.O.
CAMP PHARSALIA:	Charles J. Casper, C.O.
DOWNSTATE:	Orlando Carrasquillo, C.O. Robert Winfield, C.O. John M. Maselli, Counselor James Walsh, Counselor
EASTERN:	James Fisher, C.O. Steven C. Solcberg, C.O.
EDGECOMBE:	Louise Schulterbrandt, C.O.
FISHKILL:	Sgt. Thomas Griffin Deborah Barnett, C.O. Lucyanne Moriello, Counselor
HUDSON:	Lt. Robert J. Murphy Bruce L. Meservey, C.O.
LINCOLN-ANNEX:	Sgt. Constance Walker
MID-ORANGE:	Robert C. Barnes, C.O. Louis A. Segarra, Jr., C.O.
OSSINING:	Lt. Willie Rembert Eugene Gathers, C.O.
REALITY HOUSE: Prisoner Family Project	Samuel Reeves, Asst. Director
STATE OF VERMONT: St. Johnsbury CCC:	Kenneth Johnston, C.O. John F. Robie, C.O.

NETWORK TRAINING SESSION XIII
(1/17/83 - 1/28/83)

ADIRONDACK:	Wayne E. Carter, C.O. Sandra L. Danforth, C.O. Richard Merritt, C.O.
AUBURN:	Kenneth E. Weaver, Counselor
BEDFORD HILLS:	Elizabeth A. White, Network Admin. Ann van Geldern, Director, New Directions
CAMP SUMMIT:	William R. LaFontaine, Sgt. John M. Northrup, C.O.
CLINTON:	Leslie Jordan, C.O.
EASTERN:	Raymond W. Smith, Sgt. Noel M. Maloney, C.O.
FISHKILL:	Francine Hall, C.O. Judith Vega, C.O.
HUDSON:	Roy Peterson, Network Admin. Mark Grochan, C.O. Daniel A. Jablinski, C.O. Wallace J. Kilmer, Jr., C.O. JoAnne M. Concra, Couns. Aide
MID-ORANGE:	Corwin M. Knight, Capt. Joseph F. Maloney, Sgt. Karen S. Howard, C.O. William C. Miesner, C.O. Tyrone Ramsey, C.O.
MT. McGREGOR:	Thomas J. Coffey, C.O. Nicholas W. Klercker, C.O. Walter W. Kruger, Jr., C.O. Daniel McNulty, C.O. Sally Kellam, Couns.
OSSINING:	Lillie M. Miller, C.O. Aaron Wilson, C.O. Elizabeth A. Wollenberg, Couns.
OTISVILLE:	Gordon Wells, Sgt.
QUEENSBORO:	Rudolph F. Jeffrey, Couns.
WATERTOWN:	Thomas H. Giltner, Sgt. Stephen A. Casion, C.O.
ITHACA COLLEGE:	Rhoda Linton
STATE OF VERMONT:	
Burlington:	Brian A. Leclair, Caseworker
Rutland:	Stephen D. Henry, C.O.
Windsor:	Alan C. Olsson, Casework Counselor
Woodstock:	Jack O'Neil, Caseworker

NETWORK TRAINING SESSION XIV
(4/25/83 - 5/6/83)

ADIRONDACK:	Bryan Moore, C.O. Kurt Oswald, P.O. Garfield Zeitler, Rec. Program
ARTHURKILL:	Martin Bass, Counselor
BAYVIEW:	Shirley Jenkins, C.O.
BEDFORD HILLS:	Norvia Trollinger, Network Admin. David Hartman, C.O. Lourdes Maldonado, C.O. Graham Sussman, C.O.
CAMP MONTEREY:	William Folnsbee, C.O.
CAMP SUMMIT:	Thomas Danielsen, C.O.
CLINTON:	Mark Bombard, P.O.
EASTERN:	Mark Reeves, Sgt. Mary Bruce, C.O. Thomas Briggs, Counselor
FISHKILL:	Robert Gustus, Sgt. Linda Abidin, C.O. Roxie Muir, C.O. Michael Otis, C.O.
HUDSON:	Robert Newhouse, C.O.
LINCOLN ANNEX:	Christine Caraway, C.O.
MID-ORANGE:	Rutherford Betsch, C.O. Victor Pajak, C.O.
MT. McGREGOR:	Malcolm Dunn, C.O. Frank Havranek, C.O. David Jemmott, C.O. Thomas Malin, C.O.
OSSINING:	Curtis Edwards, Lt. Melvin Jones, C.O. Marc Sinovsky, P.O.
OTISVILLE:	George Wagner, Lt. Donald Cook, Sgt. Norman Zelinsky, Sgt. Georgiann Alfano, C.O. Kenneth Crumley, C.O. Ellen deCharleroy, C.O. James Kerns, C.O. Judith MacCalla, C.O. Michael Maney, C.O. Lawrence Weingartner, Counselor
WATERTOWN:	Michael LaDue, C.O. Sheila Meeks, C.O.
STATE OF VERMONT: St. Albans:	Rosemary Cotter, C.O. Michael Oddy, C.O. Jon Ramey, C.O.-Caseworker Joseph Smyrski, Casework Supvr.

NETWORK TRAINING SESSION XV
(10/24/83 - 11/4/83)

ADIRONDACK	Thomas Joseph Amell, C.O. Roger S. Lagree, C.O.
BAYVIEW:	Karl H. Farquharson, C.O. Beverly M. Moses, C.O.
BEDFORD HILLS:	Elfreda J. Jeffrey, C.O.
CAMP BEACON:	Domingo Soto, C.O.
CAMP GEORGETOWN:	Richard W. Hare, Education
CLINTON:	George S. Baker, Education
EASTERN:	Jane E. Delgado, Sgt. Randy P. Hanson, C.O.
EDGECOMBE:	Reginald Jenkins, C.O.
FISHKILL:	Robert E. Reed, Sgt. Jeanette C. Brzezinski, C.O. Robert A. Lindsey, C.O. Annette Lott, C.O.
HUDSON:	Louis A. Collins, C.O. Antoni Shumylo, C.O.
LINCOLN:	John H. Simmons, C.O.
MID-ORANGE:	Myles Kleiman, C.O. Dennis R. Parker, C.O. Joseph Pedulla, C.O.
MT. McGREGOR:	John F. Miner, Lieutenent Robert W. Hebert, C.O. Karen J. Monty, C.O. Richard Polec, C.O. Martha C. Sykes, Volunteer
OSSINING:	Charles D. Coleman, Jr., C.O. Brenda Alma Jefferson, C.O. Gregory M. Tyner, C.O. Michael A. Hernandez, Counselor
OTISVILLE:	Fernando J. Villegas, C.O.
WATERTOWN:	Michael Campbell, C.O. Michael J. Cummings, C.O. Donna L. Oakes, C.O. Stephen R. Walroth, C.O.
DIVISION FOR YOUTH:	F. Jason DiPalma, Youth Div. Aide Charles Ivery, Youth Div. Aide Diogenes Vazquetelles, Sr. Youth Div. Aide
SUNY:	Ernest DuPont
MASS. PROJECT COPE:	Frank Pelosi
STATE OF VERMONT:	Dennis J. Belanger, C.O. Steven L. Cocci, Security Supervisor Janet P. Durkee, Casework Supervisor Gregory C. MacDonald, C.O.-B Frederick T. Rexford, Psychologist

NETWORK TRAINING SESSION XVI
(3/26/84 - 4/6/84)

ADIRONDACK:	John P. Hache, C.O. David C. Hachey, C.O.
ARTHURKILL:	Goldie Pitchford, Counselor
BAYVIEW:	Lt. Glenda F. Leath Maurice Barksdale, C.O. Henry C. Chisolm, C.O.
BEDFORD HILLS:	Karen Kosinski, C.O. Lance E. Polston, C.O. Tyrone C. Walker, C.O.
CLINTON:	Peter A. McMillan, C.O. Sheridan L. Connally, Counselor
DOWNSTATE:	Robert F. LaRocca, C.O. Ethel M. Richardson, C.O. Leonard Cecilia, Counselor Lou Franks, Counselor
EASTERN:	John Kavaller, C.O. James E. Kelly, C.O.
EDGECOMBE:	Sgt. Ralph Gray Rodney Bennett, C.O.
FISHKILL:	Dennis R. Hall, C.O. Ingrid Irber, C.O. Dale D. Larsen, C.O. Frederick C. Sutter, C.O.
HUDSON:	Mitchell Elliott, C.O. William Grant, C.O.
LINCOLN:	Sgt. Berry Madden
MID-ORANGE:	Sgt. Michael E. Britton Johnny R. Hines, C.O. James A. Kimble, C.O. John R. Wall, C.O.
Mt. McGREGOR:	Sgt. Wayne J. Carlton Herman G. Brunelle, Jr., C.O. Thomas P. Cranney, C.O.
OTISVILLE:	Randolph Freeman, C.O.
PARKSIDE:	Lillian R. Nelson, C.O.
SING SING:	Lamont S. Isaacs, C.O. Sean M. Kerrigan, C.O. Elvin A. Ricketts, Jr., C.O. Brian Taylor, C.O.
WATERTOWN:	Jed J. Wall, C.O.
DIVISION FOR YOUTH:	Elyse Weisberg, Youth Division Aide
ONONDAGA COUNTY:	Robert A. Burnett, C.O.
VERMONT: Burlington:	Michael J. Dooley, Probation & Parole
Chittenden:	Paul Heath, Caseworker
Rutland:	Roger B. Phillips, C.O.-B
St. Albans:	David J. Ibey, C.O.-B
Windsor:	Joseph Hammond, Caseworker
Woodstock:	David M. Manning, C.O.
VIRGINIA: O.A.R.	George Macklin, Jr. Asst. Jail Svcs. Supvr.

NETWORK TRAINING SESSION XVII
(6/18/84 - 6/29/84)

ADIRONDACK:	Steven P. Lowry, C.O. Theodore J. Williams, C.O.
ALBION:	Myrna L. Martin, C.O. Susan McCabe, Counselor
ARTHURKILL:	Jesús Rivera, Counselor
BAYVIEW:	Thelma L. Cutts, C.O.
BEDFORD HILLS:	José Camacho, Counselor
CLINTON:	Jacques Rabideau, C.O. Edmund J. Baker, Instructor
DOWNSTATE:	Marilyn Cooper, C.O. Robert O'Brien, Counselor
EASTERN:	Marc Schmeiser, Network Administrator
EDGECOMBE:	Orville Harrison, Network Administrator
FISHKILL:	Terry M. Bennett, C.O. Randolph C. Foote, C.O. Gary Michael Marzello, C.O.
HUDSON:	German Diaz, A.R.A. Patricia A. Kuhner, Counselor Aide
MID-ORANGE:	Norbeta L. Greshaw, C.O. Evelyn Jefferson, C.O. George Ludlow, C.O.
OTISVILLE:	Charles R. deCharleroy, C.O.
SING SING:	Carl A. Cumberbatch, C.O.
WATERTOWN:	Nicki Lee Kogut, C.O.
DIVISION FOR YOUTH:	Vernon Cross, Sr. Youth Div. Counselor Clyde Brown, Youth Division Aide
MASSACHUSETTS: Project Cope:	Richard Hunt, Substance Abuse Counselor
NYC DOCS: Manhattan House of Detention:	Wiley Owens, C.O.
ORANGE COUNTY JAIL:	William Proscia, Director, Inmate Prog.
VERMONT: Rutland: St. Albans: St. Johnsbury: Woodstock:	 Terri B. Forte, C.O. - A Charles W. Cross, C.O. - C Philip N. Graziose, Jr., C.O. Scott Paterson, C.O.

NETWORK TRAINING SESSION XVIII
(10/22/84 - 11/2/84)

ADIRONDACK:	Ingrid Palange, C.O. Milton Ortquist, Chaplain
ALBION:	Peter Collazo, C.O. Maria Curtiss, TRC Counselor
BAYVIEW:	Ronald Remsen, C.O.
BEDFORD HILLS:	Daisy Dobbins, C.O. Paulette Martin, C.O.
CAMP PHARSALIA:	Andrea Livingston, Counselor Aide
COXSACKIE:	Nancy Crego, Principle Steno
CLINTON:	Gary L. Allen, C.O. Aniello F. Napolitano, C.O. Linda Campbell, TRC Counselor Andrew Soulia, Counselor
EASTERN:	Fred Stark, C.O. Marilyn Ellis, Counselor
FISHKILL:	Sgt. Anthony Stevens Christine Gordinier, C.O. Edward Kilmer, C.O. Joanne Wild, C.O. Mary Swindells, Counselor
LINCOLN:	Angelo Rivera, C.O.
MID-ORANGE:	James J. Walsh, C.O.
MT. McGREGOR:	Sgt. Scott Gough Gerald St.Louis, C.O.
SING SING:	David Armstead, C.O. Tracy Conlon, C.O. Jerome Inniss, C.O.
WATERTOWN:	Carol Roney, Counselor
CENTRAL OFFICE:	Kathryn Callaghan
THRESHOLDS:	Marilyn Folger Helen Franke
VERMONT DOCS:	Philip Scripture, Director Security & Operations